United Nations A/69/805

General Assembly

Distr.: General
3 March 2015

Original: English

Sixty-ninth session
Agenda item 151
Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2015 to 30 June 2016

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2015 to 30 June 2016, which amounts to $843,608,300.

During the period from 1 July 2015 to 30 June 2016, MINUSCA will continue to implement the activities mandated by the Security Council in its resolution 2149 (2014). The Mission will focus its efforts on supporting the peace and political processes in the Central African Republic, including, inter alia, preparing for and supporting national elections, supporting the establishment of a stronger judicial system, supporting an improved record on human rights and protecting the civilian population from the threat of physical violence as well as threats to peace and security in Bangui and the outlying areas.

Compared with the budget for the financial period from 1 July 2014 to 30 June 2015, the proposed budget reflects the full deployment of uniformed personnel in accordance with authorized levels and a net increase of 166 civilian posts and positions to augment and enhance the Mission's capacity to meet its programmatic priorities, particularly with regard to the elections planned to be held in mid-2015, civil affairs and correctional work within local communities and engineering activities associated with the Mission's establishment programme. In continuing the establishment of its operations, the Mission will also restructure its civilian staffing component, resulting in the proposed reassignment redeployment of 23 posts.

The budget provides for the deployment of 240 military observers, 9,760 military contingent personnel, 400 United Nations police officers, 1,400 formed police unit personnel, 784 international staff (including 68 temporary staff), 665 national staff (including 3 temporary staff), 191 United Nations Volunteers and 20 Government-provided personnel.

The proposed budget in the amount of $843,608,300 represents an increase of $214,883,900, or 34.2 per cent, compared with the appropriation of $628,724,400 for the previous financial period. In addition to a significantly higher level of deployment of both uniformed and civilian personnel, in line with the second year of operations, the additional requirements are attributable to the expansion of the Mission's ground operations and the continued establishment of its facilities, communications and information technology infrastructure and medical support.

The total resource requirements for MINUSCA for the financial period from 1 July 2015 to 30 June 2016 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (security, protection of civilians and human rights; political process, reconciliation and elections; restoration and extension of State authority; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditures (2013/14)*	*Apportionment (2014/15)*	*Cost estimates (2015/16)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	6 694.4	297 770.8	366 592.2	68 821.4	23.1
Civilian personnel	4 677.0	77 249.2	168 791.0	91 541.8	118.5
Operational costs	47 781.5	253 704.4	308 225.1	54 520.7	21.5
Gross requirements	**59 152.9**	**628 724.4**	**843 608.3**	**214 883.9**	**34.2**
Staff assessment income	316.7	6 001.9	11 279.4	5 277.5	87.9
Net requirements	**58 836.2**	**622 722.5**	**832 328.9**	**209 606.4**	**33.7**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**59 152.9**	**628 724.4**	**843 608.3**	**214 883.9**	**34.2**

Human resources[a]

	Military observers	Military contingents	United Nations police	Formed police units	International staff	National staff[b]	Temporary position[c,d]	United Nations Volunteers[d]	Government-provided personnel	Total
Executive direction and management										
Approved 2014/15	–	–	–	–	99	72	–	35	–	**206**
Proposed 2015/16	–	–	–	–	99	73	–	36	–	**208**
Components										
Security, protection of civilians and human rights										
Approved 2014/15	240	9 716	400	1 400	72	35	–	37	20	**11 920**
Proposed 2015/16	240	9 716	400	1 400	76	36	–	37	20	**11 925**
Support to the political process, reconciliation and elections[d]										
Approved 2014/15	–	–	–	–	49	6	–	23	–	**78**
Proposed 2015/16	–	–	–	–	49	6	30	65	–	**150**
Restoration and extension of State Authority										
Approved 2014/15	–	–	–	–	53	57	–	9	–	**119**
Proposed 2015/16	–	–	–	–	55	85	–	17	–	**157**
Support										
Approved 2014/15	–	44	–	–	414	381	41	36	–	**916**
Proposed 2015/16	–	44	–	–	432	423	41	36	–	**976**
Regional Service Centre in Entebbe										
Approved 2014/15	–	–	–	–	–	55	–	–	–	**55**
Proposed 2015/16	–	–	–	–	5	39	–	–	–	**44**
Total										
Approved 2014/15	240	9 760	400	1 400	687	606	41	140	20	**13 294**
Proposed 2015/16	240	9 760	400	1 400	716	662	71	191	20	**13 460**
Net change	**–**	**–**	**–**	**–**	**29**	**56**	**30**	**51**	**–**	**166**

[a] Represents highest level of authorized strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] 30 general temporary assistance positions and 42 United Nations Volunteers for three months.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution 2149 (2014).

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to support the transitional authorities in the Central African Republic in protecting the civilian population, restoring the rule of law, extending State authority and launching an inclusive political process that would address the root causes of the crisis and lead to lasting peace and security in the country.

3. As part of this overall objective, MINUSCA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below, which are organized according to four components (security, protection of civilians and human rights; support to the political process, reconciliation and elections; restoration and extension of State authority; and support) and are derived from the mandate of the Mission. The Mission has identified key priority areas of focus, as described in paragraphs 4 to 7 below, on which it will base its activities for the period from 1 July 2015 to 30 June 2016.

4. With regard to security, protection of civilians and human rights, the Mission will work with the national authorities with a view to: (a) stabilizing the security situation, including by assisting the Central African Republic authorities in their efforts to address major security threats and border-related challenges and strengthening the capacity of security institutions, focusing efforts on reforming the national defence and security forces so that they can protect civilians; (b) supporting interim security measures and community violence-reduction activities to sustain and accompany the peace negotiations and help create conditions for the reconstitution of the national defence and security forces; (c) building community resilience and further developing early warning mechanisms through the identification, sensitization, mobilization and strengthening of capacities in communities, among their leaders and local authorities themselves and the establishment of regular information-sharing and liaison mechanisms, local protection plans and community alert networks; (d) assisting the Government in initiating preparations for the launch of a robust disarmament, demobilization and reintegration programme, including a weapons and ammunition management framework and the expansion of a national police and gendarmerie development plan; (e) reducing the number of violations against women and girls and supporting the transitional authorities in integrating conflict-related sexual violence in its policies through coordination with other United Nations entities to ensure the full implementation of the monitoring, analysis and reporting arrangements within the framework of Security Council resolutions 1960 (2010), 1820 (2008) and 1888 (2009); (f) supporting the transitional authorities in preventing and responding to violations of international humanitarian and human rights law by reviewing the current laws and policies to ensure that they are in compliance with the international human rights obligations of the Central African Republic; and (g) investigating and reporting to the Security Council on instances of such abuses or violations as well as supporting capacity-building of State and non-State actors to protect human rights and bring perpetrators of violence to justice through both national and international justice mechanisms.

5. Supporting the political process, reconciliation and elections would include: (a) providing support to advance the peace process, ensure the implementation of the road map for transition and foster good governance at both national and community levels and an inclusive political dialogue and reconciliation, through the good offices of the Special Representative of the Secretary-General and in close cooperation with the region and the wider international community; (b) coordinating international support for a disarmament, demobilization and reintegration process; (c) coordinating strategic advice and international support to ensure the holding of fair and credible national elections and the development of the constitution and other constitutional aspects; (d) strengthening human rights institutions to promote respect for human rights and women's empowerment, with enhanced monitoring and reporting mechanisms; (e) a vigorous approach to addressing conflict-related sexual and gender-based violence; (f) facilitating longer-term, inclusive dialogue and a process of national reconciliation between communities in conflict, on the basis of the development of a common, deeper understanding of the root causes of the conflict, in order to foster community-level, regional and national reconciliation; (g) facilitating outreach and confidence-building to a wide range of national civil society actors as well as community- and faith-based organizations at the national and local levels, with a focus on engagement with marginalized and underrepresented groups, including women and youth; and (h) engaging stakeholders across the political spectrum and all parties to the conflict, including spoilers, armed groups and foreign armed elements, to foster the adherence of all parties to the peace and political process.

6. With regard to restoration and extension of State authority, MINUSCA will work with United Nations agencies and regional partners in: (a) restoring governance and building a sustainable democratic system by ensuring that the elections scheduled for mid-2015 are held and are free and credible, in collaboration with the National Electoral Authority; (b) strengthening rule of law institutions, including police, gendarmerie, justice and corrections, within the framework of the global focal point arrangement; and (c) taking the lead in enhancing the capacity of State institutions and administrative structures to enable them to perform core government functions effectively, in collaboration with the United Nations Development Programme (UNDP) and the World Bank, for example, (i) building of the national police and gendarmerie as well as judicial and correctional institutions to enable them to carry out their law enforcement and judicial functions effectively, and (ii) supporting the deployment of State administration and capacity-building efforts across the country, including the provision of essential administrative and social services.

7. As part of the implementation of urgent temporary measures, MINUSCA will continue to support the transitional authorities with the improvement of the legislative framework required to fight impunity, including the creation and development of judicial institutions that target serious crimes committed during recent fighting in the Central African Republic. In order to accomplish these goals, the expansion of support to both judicial and penal capacities remains a critical mandate to be implemented in the financial period 2015/16.

8. To support the objectives of the three substantive components, the Mission would implement the following communications strategy.

9. The Mission would provide accurate, timely and objective information on the security, protection of civilians and human rights situation in the country through daily news programmes and weekly video and radio programmes in Sango. These programmes would be distributed to the national radio and television stations and screenings would take place at the community level. Furthermore, the strategy includes weekly press conferences, social media messages, sensitization workshops and training activities on the Mission's mandate which would be conducted at all MINUSCA regional offices.

10. For the component on political process, reconciliation and elections, the Mission would conduct monthly media and community outreach activities with five key components: community mobilization, education, mass media, advocacy and capacity-building. The Mission will seek to create a consensus for change among the national stakeholders and communities and to generate support for the restoration and extension of State authority throughout the country.

11. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Mission, and the indicators of achievement demonstrate progress towards such accomplishments during the budget period. The human resources of MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2014/15 budget, including reclassifications, are explained below under the respective components.

12. The Mission will continue to deploy personnel in the Central African Republic, including to Mission headquarters in Bangui, three integrated sector headquarters (Kaga Bandoro, Bria and Bouar), five integrated field offices (Ndele, Bambari, Bossangoa, Bangassou and Berberati), three sub-offices (Paoua, Obo and Birao) and 31 other locations with only a permanent military presence. In addition, MINUSCA will maintain a support presence in Douala, Cameroon, and in the logistics hub of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the Regional Procurement Office, both in Entebbe, Uganda.

B. Planning assumptions and mission support initiatives

13. The crisis in the Central African Republic has continued owing to political, socioeconomic, structural and governance deficiencies. The crisis has been exacerbated by an absence of social cohesion and a deep-rooted sense of marginalization among certain communities, particularly those in the isolated and sparsely populated north-east, where public administration and State infrastructure, including internal security forces, has historically been absent. The security crisis of mid-October 2014, coming within a month of the rehatting of the African-led International Support Mission in the Central African Republic (MISCA) troops to MINUSCA, underscores the need for continued political engagement and an enhanced security presence.

14. Since the adoption of Security Council resolution 2149 (2014) on 10 April 2014, approximately 75 per cent of the Mission's authorized uniformed personnel have been deployed. This includes the deployment of military contingent personnel comprising 9 of the 10 planned infantry battalions and 260 staff officers as well as nearly all the necessary enablers for the military component. In addition, police contingent personnel

comprising 7 of the 10 formed police units and 159 individual police officers are currently deployed. It is anticipated that MINUSCA will reach its full authorized strength by April 2015, with the exception of those units for which pledges have yet to be received, including attack helicopters, one aircraft and special forces.

15. The rapid operationalization of MINUSCA, alongside the efforts of French Sangaris forces and the European Union force (EUFOR-RCA) in Bangui, has resulted in an improved security situation, particularly in the capital. The phased deployment of MINUSCA in Bangui and progressively throughout the country has been focused on targeting those areas where civilians are most at risk, particularly in the central and western parts of the country. The Bangui task force, an innovative joint military and police presence, has been instrumental in improving day-to-day life in the capital by providing a renewed sense of security by means of active patrolling and efforts to prevent the deterioration of the security situation. MINUSCA has also contributed to the arrest of more than 240 individuals across the country, including high-profile members of armed groups and criminal networks alleged to have committed serious crimes. The relative improvement in the security situation has been vital to ensuring the continuation of the political process that will culminate in the presidential and legislative elections that are planned for August 2015.

16. Despite these improvements, the security situation remains volatile and clashes between anti-balaka and ex-Séléka elements continue. Criminal activities aimed, inter alia, at controlling the country's natural resources are increasing. Pockets of vulnerable communities remain under nearly constant threat and dire humanitarian conditions, despite the efforts of international forces. In keeping with its flexible and robust approach, MINUSCA has taken steps to recalibrate the deployment of its forces. Following the violence in Bangui in October 2014, MINUSCA strengthened the Bangui task force in order to secure the capital and critical infrastructure, including with quick reaction capabilities. This has, however, left fewer troops available to deploy outside Bangui, including in the north-eastern part of the country, which is an ex-Séléka stronghold. It has also committed the force reserve to tasks in Bangui, thereby limiting the ability of the Mission to respond rapidly to emerging crises across the country. Furthermore, MINUSCA has had to dedicate 280 police personnel (two formed police units) to the close protection of senior Central African Republic officials, resulting in the overstretching of the Mission's police component. This has hampered its ability to carry out its mandated activities, including those related to the implementation of the urgent temporary measures, and to deploy beyond Bangui as planned.

17. The assumptions underlying the Mission's planned activities for 2015/16 are that a newly elected government in the Central African Republic will be in place; that the elected government will be capable of responding to the basic needs of the population and have a minimal capacity to maintain law and order, including the ability to protect its citizens, address impunity, manage resources and provide basic social services to the population; that respect for basic human rights will have improved and conditions will be in place for the voluntary, safe and sustainable return of displaced persons and refugees to their harmonious and integrated communities of origin; that the security conditions will permit the uninterrupted movement of staff and the deployment of operational resources; and that goods and services are delivered as contracted.

18. The Mission will continue to base its staffing strategy on the mandated programmatic priorities and the principles of achievability, the global field support strategy, flexibility and responsiveness to conditions on the ground. In this context,

the proposed staffing levels for 2015/16 take into account linkages with major milestones of both the size and the composition of the Mission's capacities. The proposal for 2015/16 provides for an increase in staffing in substantive areas to provide support to community violence reduction and reconciliation, the presidential and legislative elections process planned for August 2015 and the disarmament, demobilization and reintegration process. To provide effective support to the substantive areas, an increase in staffing for logistics and technical support is required for the establishment, construction, repair and maintenance of facilities for military, police and civilian personnel of the Mission at approximately 45 locations across the Central African Republic.

19. In the 2015/16 period, the Mission Support Division will seek to achieve a ratio of 1:1 of international and national staff, increasing the number of United Nations Volunteers. Where feasible, contractual services would be used rather than maintaining in-house capabilities.

20. It is planned that the Mission will be fully established during the 2015/16 period. In this regard, increased operational requirements include the acquisition of materials and services for: (a) the establishment of a central mission headquarters and additional subregional offices in Ndele, Berberati and Bangassou and, if conditions permit, further offices in Birao, Obo and Paoua; (b) replacement of temporary facilities for formed police unit personnel, as well as the regional and subregional offices that were established in the 2014/15 period; (c) additional medical, health and welfare facilities for both Bangui and field locations; (d) establishment of more robust forward logistics hubs in the sectors for the storage of material and resources to allow self-sustainment in the sectors during the rainy season, when mobility is difficult; and (e) continued construction and repair of mission supply routes and runway to support effective military and police rapid response operations, ground and air transport during the rainy season, casualty evacuation and more efficient rotations in the sectors and regions.

21. Other increased operational requirements include the transportation of additional materials and personnel, the establishment of a temporary communications network to support the Mission's role in the electoral process and to support the Mission's overall communications strategy, and the provision of medical services for the 12-month deployment of uniformed and civilian personnel.

22. The Mission will seek greater efficiency, mainly in the area of support, through the use of shared services as well as the global and regional support centres. The Mission will also focus on: (a) decreasing the level of stocks to an acceptable risk level and pursuing discounts in commercial contracts; (b) limiting external training to essential and mandatory courses, with greater emphasis on within-mission training and enhancing the skills of the national staff; (c) the greater use of teleconferences and videoconferences to reduce travel costs; (d) outsourcing opportunities to leverage skills and expertise for selected and time-bound mission activities; and (e) strengthening and expanding regional cooperation and inter-mission support, with the intention of minimizing duplication of resources and efforts.

C. Regional mission cooperation

23. Like other missions in the region, MINUSCA will emphasize the improvement of service delivery and seek economies of scale, in cooperation with MONUSCO, the United Nations Mission in South Sudan (UNMISS), the African Union-United Nations

Hybrid Operation in Darfur (UNAMID), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Support Office for the African Union Mission in Somalia (UNSOA) and the United Nations Electoral Observer Mission in Burundi (MENUB).

24. As a client mission of the Regional Service Centre in Entebbe, MINUSCA would reduce its staffing complement of 55 posts (55 national posts) to 44 posts (5 international posts and 39 national posts). The staffing complement would continue to perform field-based finance and human resources functions, including aspects of payroll, payments, cashier and accounts, international recruitment, post management, and time and attendance. In accordance with General Assembly resolution 64/269, the results-based-budgeting frameworks of the Regional Service Centre, as well as the Mission's share of the post and operational requirements of the Centre for 2015/16, are identified and reflected in the present budget proposal.

25. Furthermore, the Mission will continue to use the MONUSCO logistics hub and the Regional Procurement Office located in Entebbe, embedding staff to perform support functions related to logistics, facilities and engineering management, information technology, supply, security and procurement. The following staff will be co-located: 8 international staff (6 staff in the MONUSCO logistics hub and 2 staff in the Regional Procurement Office); and 11 national staff (10 staff in the MONUSCO logistics hub and 1 temporary staff member in the Regional Procurement Office).

D. Partnerships, country team coordination and integrated missions

26. MINUSCA will collaborate with other United Nations agencies operating in the Central African Republic to foster the principle of "One United Nations" in order to provide multidimensional and multidisciplinary responses to the priorities of the transitional authorities while respecting the mandates of other United Nations entities as well as humanitarian space. In this regard, support for the creation of an enabling environment for the effective and coherent delivery of the Mission's mandate, including international assistance in the Central African Republic, will be critical for the protection of civilians and the delivery of humanitarian assistance in accordance with Security Council resolution 2149 (2014).

27. The Mission will also seek the collaboration of major stakeholders, including the Economic Community of Central African States, the African Union, the European Union, international financial institutions and bilateral partners, with a view to building the synergies and complementarities needed to stabilize the political situation in the Central African Republic. In this regard, MINUSCA will engage the United Nations country team and other partners to strengthen rule of law institutions, including police, gendarmerie, justice and corrections, and carry out activities in support of political dialogue, reconciliation and good governance at both national and community levels.

E. Results-based-budgeting frameworks

28. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A to the present report.

Executive direction and management

29. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2014/15	1	4	10	1	11	**27**	15	–	**42**
Proposed posts 2015/16	1	4	10	1	11	**27**	15	–	**42**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)									
Approved posts 2014/15	1	1	3	3	1	**9**	6	2	**17**
Proposed posts 2015/16	1	1	4	3	1	**10**	9	3	**22**
Net change	–	–	**1**	–	–	**1**	**3**	**1**	**5**
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2014/15	1	–	4	8	1	**14**	4	–	**18**
Proposed posts 2015/16	1	–	5	6	1	**13**	2	–	**15**
Net change	–	–	**1**	**(2)**	–	**(1)**	**(2)**	–	**(3)**
Office of the Chief of Staff									
Approved posts 2014/15	–	1	9	15	3	**28**	14	19	**61**
Proposed posts 2015/16	–	1	9	15	3	**28**	14	19	**61**
Net change	–	–	–	–	–	–	–	–	–
Communication and Public Information Office									
Approved posts 2014/15	–	1	5	9	6	**21**	33	14	**68**
Proposed posts 2015/16	–	1	5	9	6	**21**	33	14	**68**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2014/15	3	7	31	36	22	**99**	72	35	**206**
Proposed 2015/16	3	7	33	34	22	**99**	73	36	**208**
Net change	–	–	**2**	**(2)**	–	–	**1**	**1**	**2**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: *no net change*

National staff: *increase of 1 post*

United Nations Volunteers: *increase of 1 position*

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator), Gender Affairs Unit

30. The summary of the proposed staffing changes in the Gender Affairs Unit is set out in table 2 below.

Table 2
Human resources: Gender Affairs Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+2	NPO	Gender Adviser	New posts	
	+1	UNV	Gender Affairs Officer	New position	
	+1	P-4	Gender Affairs Officer (Women's Protection Affairs)	Reclassified	From P-3
	-1	P-3	Gender Affairs Officer (Women's Protection Affairs)	Reclassified	To P-4
	+1	P-3	Gender Adviser	Reassigned	From Senior Women's Protection Adviser
	+1	NPO	Gender Adviser	Reassigned	From Senior Women's Protection Adviser

Abbreviations: NPO, National Professional Officer; UNV, United Nations Volunteer.

31. The approved staffing establishment of the Gender Affairs Unit comprises seven posts (1 Chief Gender Adviser (P-5), 1 Gender Affairs Officer dedicated to women's protection (P-3), 4 Gender Adviser (1 P-3, 2 National Professional Officer and 1 United Nations Volunteer) and one Administrative Assistant (national General Service)). The Unit will continue to advocate and provide technical guidance and orientation to mission personnel on gender-related issues and promote and provide support to the mission leadership in integrating gender-sensitive approaches into the implementation of the Mission's mandate, in line with current policy. This will entail establishing working partnerships with various entities within the Mission, collaborating with United Nations entities, the Government and non-governmental organizations (NGOs) and enhancing their capacity to mainstream gender considerations in the formulation of analysis and the development of programmes. In addition, the Unit will undertake outreach in support of local women's initiatives, in close cooperation and partnership with the United Nations country team.

32. It is proposed that two new posts of Gender Adviser (National Professional Officer) be established to support the regional offices and that one new post of Gender Affairs Officer (United Nations Volunteer) be established to perform reporting and monitoring functions.

33. It is proposed that one post of Women's Protection Adviser (P-3) and one post of Women's Coordinator (National Professional Officer) be reassigned as one Gender Adviser (P-3) and one Gender Adviser (United Nations Volunteer) from the Senior Women's Protection Adviser to train Mission personnel to effectively address

conflict-related sexual violence, which is particularly important at the start-up phase of the Mission, and to reinforce the monitoring and reporting capacity on conflict-related sexual violence.

34. It is proposed that one post of Gender Affairs Officer (P-3) be reclassified as a P-4 post to oversee the operational implementation of the regional offices and support the current Gender Adviser (P-5).

Office of the Deputy Special Representative of the Secretary-General (Political), Senior Women's Protection Adviser

35. The summary of the proposed staffing changes in the Office of the Senior Women's Protection Adviser is set out in table 3 below.

Table 3
Human resources: Senior Women's Protection Adviser

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
-1	P-4	Women's Protection Adviser	Reclassified	From P-3
-1	P-3	Women's Protection Adviser	Reclassified	As P-4
-1	P-3	Women's Protection Adviser	Reassigned	To Gender Affairs Unit
-1	NPO	Women's Coordinator	Reassigned	To Gender Affairs Unit
-1	NPO	Women's Coordinator	Redeployed	To Human Rights Division

Abbreviation: NPO, National Professional Officer.

36. The approved staffing establishment of the Senior Women's Protection Adviser comprises seven posts (4 Women's Protection Adviser (1 P-5 and 3 P-3), 2 Women's Coordinator (National Professional Officer) and 1 Women's Protection Assistant (national General Service)). The Senior Women's Protection Adviser works in partnership with the Human Rights and Gender Affairs Officers (Women's Protection) to implement Security Council resolutions 1820 (2008), 1888 (2009), 1960 (2010) and 2106 (2013).

37. It is proposed that one post of Women's Protection Adviser (P-3) be reclassified as a P-4 post to strengthen the implementation of the women's protection mandate by improving the coordination of monitoring, analysis and reporting arrangements from the field and assisting the Women's Protection Adviser (P-5) in the implementation of the activities of the working group on conflict-related sexual violence on the ground.

Component 1: security, protection of civilians and human rights

38. Component 1 will cover key expected accomplishments related to the protection of civilians, the promotion and protection of human rights and the stabilization of the security situation, including, but not limited to, the following activities:

(a) Leading the implementation of the strategy to protect civilians against the threat of physical violence, including conflict-related sexual violence and grave violations against children, as well as efforts to promote and protect human rights;

(b) Assisting the transitional authorities in their efforts to address major security threats and border-related challenges as well as avert major security incidents during the anticipated elections;

(c) Continuing to develop and implement interim stabilization measures, to address security threats related to armed group presence and to conduct community violence reduction projects;

(d) Creating conditions for the reconstitution of the national defence and security forces through the identification of the personnel and the rehabilitation of their infrastructure and assisting in the gradual resumption of their activities on the basis of vetting, selection and clearly defined missions;

(e) Assisting the transitional Government in initiating the preparations for the launch of a disarmament, demobilization and reintegration programme and, through the United Nations Mine Action Service, supporting the authorities in the development and implementation of a national weapons and ammunition management framework to reduce the threat of unsafe munitions.

39. With an authorized troop strength of 10,000 military personnel, including 240 military observers and 200 staff officers, a police strength of 1,800, including 1,400 formed police personnel and 400 United Nations police officers, and 20 corrections officers, MINUSCA will adjust its deployment and posture across and within the three Mission sectors to be effective and responsive to developments in the security situation throughout the mission area. MINUSCA would cover remote areas through long-range patrols and temporary deployments and intensify its engagement with local authorities and the local population. The military contingent personnel would conduct tasks related to the protection of civilians, long-range patrols, routine patrols, air reconnaissance, including unmanned aerial system capability, border patrols, guard installations and escorts and contribute to the protection of key national stakeholders, including members of the transitional Government. Police contingent personnel would continue to carry out activities related to the protection of civilians through patrols (on foot and by vehicle, alone or in coordination with the national authorities), use of checkpoints, targeted operations, escorts, close and static protection duties and general operational support to the national authorities. With regard to the protection of civilians and human rights, Corrections Officers will engage in activities to develop the capacity of the country's Prison Service to provide safe, secure and humane prisons, thereby reinforcing sustainable peace and security.

40. Component 1 includes the activities of the Disarmament, Demobilization and Reintegration Section, the Child Protection Unit and the Human Rights Division.

Expected accomplishments	*Indicators of achievement*
1.1 Progress towards an improved security environment, including during scheduled elections, and enhanced humanitarian access	1.1.1 Increase in access for humanitarian actors to provide aid to populations in need
	1.1.2 Decrease in the number of attacks and armed clashes between parties to the conflict
	1.1.3 Increase in the number of internally displaced persons and refugees returned to their communities or area of origin

1.1.4 Increase in the number of members of armed groups participating in the disarmament, demobilization, reintegration and repatriation programme and community violence reduction projects (2014/15: not applicable; 2015/16: 5,000)

1.1.5 Increase in the number of children released from armed forces and groups and handed over to appropriate care services (2014/15: 1,000; 2015/16: 1,500)

Outputs

- Daily and weekly meetings with the follow-up commission to the Cessation of Hostilities Agreement and its secretariat and technical committees to keep stakeholders apprised of the progress towards the implementation of the agreement
- 164,250 troop days by the battalion-size force (force headquarters reserve) to provide force intervention for the protection of mission personnel and civilian population throughout the mission area
- 273,750 troop days to provide armed escorts to United Nations, humanitarian and commercial convoys
- 821,250 troop days and 61,320 military observer days to provide mobile and foot patrols for protection of civilians as well as monitoring and reporting of human rights violations
- 547,500 troop days to provide static security, administration and logistical support at team sites
- 438,000 troop days for temporary operating bases and 36,500 troop hours by special force troops for long-range patrols and basing operations in remote areas
- 164,250 troop hours by engineer troops to repair damaged roads and bridges used by convoys
- 7,300 liaison officer days for close liaison with the national and local authorities and local communities to resolve conflict- and crime-related issues
- 1,825 liaison officer days for close liaison with other international forces such as Sangaris and EUFOR-RCA, in the area of responsibility
- 3,240 flight hours to support ground operations and rapid deployment of troops to protect civilians in areas of limited accessibility
- 36,650 troop days for guarding of airfields and helipads used by MINUSCA, international and national humanitarian organizations and local communities
- 685,440 person hours of pre-planned formed police unit patrols and joint patrols with the Central African Republic police and gendarmerie in unstable areas of key population centres, including Bangui, Bouar, Kaga Bandoro and Bria, to ensure protection of civilians
- 77,112 person hours of pre-planned joint task force military patrols in Bangui
- 30,000 formed police person hours (or 59 days) of operational backup for crowd control, public order management and other security operations, including joint operations with Central African Republic police and gendarmerie
- 29,280 person hours of operational support to the local law enforcement forces throughout the electoral process

- 470,016 person hours (police and military) of close protection/escorts for key national stakeholders as well as perimeter protection to identified national installations
- 4,000 combatants screened, disarmed, demobilized and processed through reinsertion or repatriated in accordance with the framework of the national disarmament, demobilization and reintegration process
- 10 community violence reduction projects implemented for 1,000 members of armed groups and their communities, including labour-intensive projects
- Strategic and technical support to the authorities, transitional and elected, on the development and implementation of the national disarmament, demobilization and reintegration plan
- Monthly meetings of the national disarmament, demobilization and reintegration coordination mechanism to advance on the national disarmament, demobilization and reintegration plan for armed groups, signatories to the Cessation of Hostilities Agreement as well as non-eligible combatants processed through community violence reduction programmes
- Strategic advice and technical support to the national executive and legislative authorities on security sector governance and reorganization of the defence and internal security forces
- Bimonthly meetings with the military leadership of armed groups and militias to negotiate and ensure that they are committed to developing time-bound action plans to end the recruitment and use of child soldiers and other grave child rights violations

Expected accomplishments	*Indicators of achievement*
1.2 Improved protection of civilians and respect for human rights, with a specific focus on women and children	1.2.1 Increase in the number of cases of human rights and international humanitarian law violations, including grave violations against children and conflict-related sexual violence, raised by the Government and armed groups, that are positively addressed (2014/15: not applicable; 2015/16: 360)
	1.2.2 Reduction in the number of casualties from accidents and injuries, including casualties caused by insecure weapons, explosive threats and explosive remnants of war (2014/15: not applicable; 2015/16: not applicable)

Outputs

- 44 joint protection team missions and joint assessment missions to collect information on potential and actual threats against civilians to inform protection analysis and planning with the support of community liaison assistants and strengthen protection of civilians coordination between local communities, local authorities and 26 established company operating bases/temporary operating bases (including early warning mechanisms and community protection plans)
- Quarterly meetings with judicial, military and police authorities and armed groups to raise major cases of violations of humanitarian and human rights law, including sexual violence and grave violations against children, in order to ensure that appropriate disciplinary measures are taken, with a view to ensuring accountability

- Provision of 55 training sessions, including training of trainers, for national authorities, in particular law enforcement agencies, on the protection of civilians (5 training sessions for 20 participants); international human rights standards and principles and international humanitarian law (5 training sessions for 20 participants); conflict-related sexual violence (5 training sessions for 20 participants); grave violations against children (5 training sessions for 20 participants); women and peace and security (5 training sessions for 20 participants); international human rights standards and principles and international humanitarian law (5 training sessions for 25 Central African Republic armed forces members); international human rights standards and principles of arrest and detention (5 training session for 25 Central African Republic law enforcement officials); and the maintenance of basic law and order, including gender, policing techniques, crowd control, election security and investigations (20 training sessions and mentoring, training and technical support forums for an estimated 600 Central African Republic police and members of the gendarmerie)
- Holding of 12 forums with local police and gendarmerie authorities to advise on the improvement of the performance of all officers who have a stake in protecting civilians from physical violence
- 138,240 formed police person hours for the static protection of internally displaced persons and vulnerable groups at three locations
- Provision of 10 training sessions integrating a gender perspective for 250 local NGOs and other civil society actors on community involvement in the protection of civilians mechanisms (3 training sessions for 75 participants); monitoring and reporting techniques (4 training sessions for 100 participants); and the conduct of advocacy with national authorities and other relevant key stakeholders, including on the fight against impunity (3 training sessions for 75 participants)
- 144 field visits to monitor and verify allegations of human rights and international humanitarian law violations, conflict-related sexual violence and grave violations against children
- 6 fact-finding missions of the mobile investigation team to investigate violations of humanitarian and international human rights law, conflict-related sexual violence and grave violations against children to inform the fight against impunity
- Two thematic reports for the public at large on the human rights situation in the Central African Republic
- Conduct of 1 public information campaign for the protection of civilians
- Organization of 14 joint workshops for local authorities and communities on the establishment of early warning mechanisms
- Provision of 1 training session on explosive ordnance disposal and stockpile safety management for 50 members of national defence and security forces
- Conduct of 50 lifesaving explosive ordnance disposal initiatives in response to reports of explosive threats, completed through either survey, disposal or removal
- 50 communities surveyed and educated about weapons and explosive hazards
- 48 field missions by Child Protection Field Offices to different localities within their areas of responsibility to monitor, verify and document reported allegations of grave child rights violations
- 12 meetings with the leaderships of armed groups to advocate for an end to recruitment and use of children and other grave child rights violations

Expected accomplishments	*Indicators of achievement*
1.3 Progress towards fighting impunity	1.3.1 Execution of a number of targeted operations by the national police and gendarmerie in conjunction with MINUSCA (2014/15: 24; 2015/16: 24)
	1.3.2 Increase in the number of prosecutions for serious crimes initiated (2014/15: 10; 2015/16: 15)

Outputs

- 10 coordination meetings with national authorities, UNDP, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other partners and donors in support of the restoration of the criminal justice system
- Technical assistance and activities on a weekly basis, such as joint investigations, reconnaissance, analysis of information and planning of operations, with the national police and gendarmerie on the ongoing planning of targeted operations
- 26 meetings and daily assistance to provide technical support and advice to 6 national magistrates and 22 magistrates of the national special criminal court handling cases of serious crimes and technical assistance provided 3 times per week on investigating, prosecuting and bringing to trial cases of serious crimes
- Provision of 5 training workshops for 20 judicial police officers, 20 prosecutors and 20 investigating judges on the investigation of serious crimes
- Organization of 5 training workshops for a total of 100 participants from local human rights NGOs and other civil society actors on monitoring techniques, advocacy and follow-up to promote the fight against impunity (3 training sessions for 60 participants) and on developing their knowledge of human rights and enhancing their capacity to provide input (2 training sessions for 40 participants)
- Daily mentoring and guidance to the senior leadership of the Prison Service (wardens) on the management of maximum security detainees and conditions of detention in connection with the application of urgent temporary measures in conformity with international practices and standards
- Organization of 5 workshops for 25 national authorities (ministers, parliamentarians, senior civil servants) and 4 workshops at the prefecture level (prefects, subprefects, magistrates, police, members of the gendarmerie and civil servants) to provide guidance on different options for transitional justice mechanisms
- 2 workshops for the Ministry of Justice and Human Rights and the parliament to review the draft law to establish a national human rights commission and advocacy for its adoption

External factors

The security environment and the timely deployment of necessary human resources, as well as cooperation from national and provincial authorities

Table 4
Human resources: component 1, security, protection of civilians and human rights

Category	*Total*
I Military observers	
Approved 2014/15	**240**
Proposed 2015/16	**240**
Net change	–
II Military contingents	
Approved 2014/15	**9 716**
Proposed 2015/16	**9 716**
Net change	–
III United Nations police	
Approved 2014/15	**400**
Proposed 2015/16	**400**
Net change	–
IV Formed police units	
Approved 2014/15	**1 400**
Proposed 2015/16	**1 400**
Net change	–
V Government-provided personnel	
Approved 2014/15	**20**
Proposed 2015/16	**20**
Net change	–

	International staff								
VI Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2014/15	1	1	–	–	1	**3**	1	–	**4**
Proposed posts 2015/16	1	1	–	–	1	**3**	1	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2014/15	–	2	7	1	–	**10**	4	–	**14**
Proposed posts 2015/16	–	2	7	1	–	**10**	4	–	**14**
Net change	–	–	–	–	–	–	–	–	–

Disarmament, Demobilization and Reintegration Section									
Approved posts 2014/15	–	1	6	6	2	**15**	5	6	**26**
Proposed posts 2015/16	–	1	6	10	2	**19**	5	6	**30**
Net change	–	–	–	4	–	**4**	–	–	**4**
Child Protection Unit									
Approved posts 2014/15	–	–	1	5	–	**6**	5	5	**16**
Proposed posts 2015/16	–	–	2	4	–	**6**	5	5	**16**
Net change	–	–	1	(1)	–	–	–	–	–
Human Rights Division									
Approved posts 2014/15	–	1	14	21	2	**38**	20	26	**84**
Proposed posts 2015/16	–	1	14	21	2	**38**	21	26	**85**
Net change	–	–	–	–	–	–	**1**	–	**1**
Subtotal, civilian staff									
Approved posts 2014/15	1	5	28	33	5	**72**	35	37	**144**
Proposed posts 2015/16	1	5	29	36	5	**76**	36	37	**149**
Net change	–	–	**1**	**3**	–	**4**	**1**	–	**5**
Total (I-VI)									
Approved posts 2014/15	1	5	28	33	5	**72**	35	37	**11 920**
Proposed posts 2015/16	1	5	29	36	5	**76**	36	37	**11 925**
Net change	–	–	**1**	**3**	–	**4**	**1**	–	**5**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 4 posts

National staff: increase of 1 post

Disarmament, Demobilization and Reintegration Section

41. The summary of the proposed staffing changes in the Disarmament, Demobilization and Reintegration Section is set out in table 5 below.

Table 5

Human resources: Disarmament, Demobilization and Reintegration Section

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
+1	P-3	Disarmament, Demobilization and Reintegration Monitoring and Evaluation Officer	New post	
+3	P-3	Disarmament, Demobilization and Reintegration Officer (Field)	New posts	Field Offices: Kago Bandoro, Bouar, Bria

42. The approved staffing establishment of the Disarmament, Demobilization and Reintegration Section comprises 26 posts (1 Principal Disarmament, Demobilization and Reintegration Officer (D-1), 1 Disarmament, Demobilization and Reintegration Strategic Planning Officer (P-5), 6 Disarmament, Demobilization and Reintegration Officer (4 P-4 and 2 P-3), 14 Community Violence Reduction Officer (1 P-4, 3 P-3, 4 National Professional Officer and 6 United Nations Volunteer), 1 Associate Administrative Officer (P-2), 1 Administrative Assistant (Field Service), 1 Community Violence Reduction Budget Assistant (Field Service) and 1 Driver (national General Service)).

43. The Section is responsible for: (a) supporting the transitional authorities in developing and implementing a revised strategy for the disarmament, demobilization and reintegration and repatriation of former combatants and armed elements to reflect new realities on the ground, while paying specific attention to the needs of children associated with armed forces and groups, and providing support for the repatriation of foreign elements; (b) supporting the transitional authorities in developing and implementing community violence reduction programmes; and (c) regrouping and cantoning combatants and confiscating and destroying, as appropriate, the weapons and ammunition of elements of personnel who refuse or fail to lay down their arms. To deliver effectively on these responsibilities, Disarmament, Demobilization and Reintegration Officers would be deployed at team sites to enable access to armed groups, their communities and their families, in order to conduct assessments and plan and implement the programmes, including regroupment and repatriation operations, as foreseen by the Cessation of Hostilities Agreement. The Officers would closely monitor the implementation of the ex-Séléka relocation project in the provinces. Ex-Séléka and anti-balaka as well as other armed groups are based mainly in the north-east and the north-west of the country.

44. Furthermore, the presence of mid-level international officers at the various team sites results in better oversight and accountability. While disarmament, demobilization and reintegration is a centralized process, working with the provincial-level counterparts is necessary to the success of the programme. In this regard, it is proposed that three new posts of Disarmament, Demobilization and Reintegration Officer (P-3) be established to carry out the mandate in the newly constructed integrated sector headquarters in Kaga Bandoro, Bouar and Bria.

45. The Disarmament, Demobilization and Reintegration Officers would collect information, conduct sensitization campaigns and lead actual programme implementation, supervise and report, liaise with United Nations military personnel involved in operations targeting armed groups and work closely with Civil Affairs Officers, facilitating community reconciliation through social and cultural community-based activities with local authorities, religious and traditional leaders and community members.

46. Monitoring and evaluation are essential to credibly demonstrate the impact of a disarmament, demobilization and reintegration programme, in particular community violence reduction activities, given the relatively new programmatic area, which is more difficult to evaluate. In this regard, it is proposed that one new post of Disarmament, Demobilization and Reintegration Monitoring and Evaluation Officer (P-3) be established to act as a focal point for the implementation of a monitoring and evaluation programme for disarmament, demobilization and reintegration-related activities and various community violence reduction projects. The Officer would coordinate the development of baseline surveys in coordination

with United Nations agencies, funds and programmes. Investing in monitoring and evaluation from the beginning of the programme is a key requirement for successful implementation and continued donor support.

Child Protection Unit

47. The summary of the proposed staffing changes in the Child Protection Unit is set out in table 6 below.

Table 6
Human resources: Child Protection Unit

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
+1	P-4	Child Protection Officer	Reclassified	To P-4
-1	P-3	Child Protection Officer	Reclassified	From P-3

48. The approved staffing establishment of the Child Protection Unit comprises 16 posts (1 Chief Child Protection Officer (P-5), 14 Child Protection Officer (5 P-3, 4 National Professional Officer and 5 United Nations Volunteer) and 1 Administrative Assistant (national General Service)).

49. The Unit is responsible for providing support for the implementation of a monitoring and reporting mechanism on grave violations against children linked to the commitments outlined in Security Council resolutions 1612 (2005), 1882 (2009), 1998 (2011) and 2068 (2012) on children and armed conflict. The Unit will focus on halting the recruitment and use of children by armed groups and engage all relevant parties to the conflict in dialogue on the development of action plans to prevent and end the recruitment and use of children and other grave child rights violations, including rape and other forms of sexual violence, killing and maiming and attacks against schools and hospitals. The Unit will mainstream child protection concerns in all aspects of the Mission's work and seek coordinated advocacy with the transitional authorities together with other child protection actors, notably the United Nations Children's Fund (UNICEF), to ensure that the interests of children and youth are taken into account and reflected in the broader political and social development discourses.

50. Given the focus on child protection, there is a need to coordinate the activities of the monitoring and reporting mechanism at the national level with UNICEF, United Nations agencies and other stakeholders, including governmental partners; facilitate and support the monitoring and reporting mechanism task force and the national technical working group to ensure that the capacity of these mechanisms, through their respective quarterly and monthly meetings to evaluate children's concerns in armed conflict situations, are assessed, analysed and addressed; and follow up and support dialogue with the parties to the conflict aimed at obtaining their commitment to develop, sign and implement action plans to end and prevent the recruitment and use of child soldiers and other grave child rights violations as part of the effort to redress violations committed by armed groups and militias. To address and meet this expanded role, it is proposed to reclassify a post of Child Protection Officer (P-3) as a P-4 post.

Human Rights Division

51. The summary of the proposed staffing changes in the Human Rights Division is set out in table 7 below.

Table 7
Human resources: Human Rights Division

Change	*Level*	*Functional title*	*Post action*	*Description*
Post/position	+1	NPO	Women's Coordinator	Redeployment	From Senior Women's Protection Adviser

Abbreviation: NPO, National Professional Officer

52. The approved staffing establishment of the Human Rights Division comprises 84 posts (1 Chief of Human Rights (D-1), 2 Chief of Unit (1 P-5 and 1 P-4), 63 Human Rights Officer (1 P-5, 11 P-4, 14 P-3, 13 National Professional Officer and 24 United Nations Volunteer), 6 Associate Human Rights Officer (P-2), 2 Human Rights Assistant (1 Field Service and 1 national General Service), 2 Database Analyst (1 P-3 and 1 United Nations Volunteer), 7 Administrative Assistant (1 Field Service and 6 national General Service) and 1 Administrative Officer (United Nations Volunteer)).

Component 2: Support to the political process, reconciliation and elections

53. MINUSCA will provide good offices and advice, taking a leading role in providing political support to the transitional authorities and an inclusive political process to implement the road map for transition; support and promote reconciliation initiatives at the community level to promote mutual respect, peaceful coexistence and the management and resolution of conflict; and provide strategic and technical advice to national authorities on security sector governance and reconstitution of defence and security forces. In addition, MINUSCA would, in conjunction with international and national partners, devise, facilitate and provide good offices, technical assistance, logistics and operational and security support to the electoral process. Furthermore, in close collaboration with the United Nations country team and humanitarian actors, MINUSCA will monitor and provide strategic policy advice to national authorities on the elections.

54. Component 2 includes the activities of the Political Affairs Division, the Electoral Affairs Section and the Security Sector Reform Unit.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards an inclusive political dialogue and the implementation of the transitional process	2.1.1 Community-based consultations held throughout the country and at refugee sites in neighbouring countries where citizens have the opportunity to articulate their grievances regarding the implementation of the transitional and political process

2.1.2 An agreement on the modalities of an inclusive political dialogue with all main stakeholders, including the signatories to the Cessation of Hostilities Agreement, to address longer-term peace and reconciliation

2.1.3 Completion of voter registration at all locations (2014/15: not applicable; 2015/16: 1)

2.1.4 Completion of the legislative framework for the holding of elections through the adoption of the National Electoral Authority regulations and the relevant decree (2014/15: not applicable; 2015/16: 1)

2.1.5 Completion of a legislative framework for elections, including procurement, distribution and retrieval of electoral materials in 16 prefectures (2014/15: not applicable; 2015/16: 1)

2.1.6 Adoption of the new constitution through the holding of a referendum (2014/15: not applicable; 2015/16: 1)

2.1.7 All post-transitional elected officials, including the President of the Republic and members of parliament, take office (2014/15: not applicable; 2015/16: 100 per cent)

Outputs

- Organization and conduct of 11 workshops to facilitate "popular restitutions" in 11 prefectures (25 participants in each) to follow up on recommendations and conclusions of the national reconciliation forum held in Bangui in January 2015 related to the extension of State authority, conflict resolution, restoration of community dialogue and social cohesion and peaceful cohabitation with local authorities and civil society, including women and youth organizations
- Technical assistance and advice, through monthly meetings at the national and local levels, to the Government and other key stakeholders on the preparation and holding of community-based consultations
- Technical assistance and advice to transitional and elected authorities to support the implementation of follow-on mechanisms following the political dialogue forum, including the Cessation of Hostilities Agreement
- Advice provided through weekly meetings to the National Electoral Authority, political parties, the Government, the consultative framework (*cadre de concertation*) and other stakeholders, including donors and civil society, on electoral issues in the course of the political dialogue process and to coordinate support on a daily basis from diplomatic and other international partners to develop common policy positions on elections
- Organization of 20 meetings and 3 workshops at the technical and strategic levels to coordinate support from diplomatic and other international partners, including through the steering mechanisms established by UNDP and MINUSCA

- Monthly meetings with political parties and civil society organizations to promote greater participation in and better awareness of key political processes
- Monthly meetings with the National Transitional Council, including the National Constitutional Review Commission, to produce the first draft of the revised constitution
- Advice and technical assistance to the National Electoral Authority with the development and implementation of operations and security plans for the elections as well as on the development and implementation of countrywide civic and voter education strategies and programmes, including the promotion of electoral and civic rights as well as women's participation
- Organization and conduct of 3 provincial and 2 national electoral capacity-building workshops for 994 staff of the National Electoral Authority and field offices
- Organization and conduct of 16 training sessions for tribunal and court judges in charge of voter disputes at the local level and 1 training session for members of the Constitutional Court providing an introduction to the electoral legal framework and specifically addressing voter disputes, appeal procedures and a strategy aimed at facilitating smooth and timely handling of disputes
- Organization and conduct of 1 national after-action review with all stakeholders on the lessons learned from national elections
- Organization and conduct of post-election capacity-building sessions and conduct of an inventory of National Electoral Authority equipment
- Bimonthly meetings with parties to the conflict to advocate for the inclusion of relevant provisions that address child protection concerns in the peace agreement
- Organization and conduct of 5 awareness campaign activities (seminars/meetings/workshops) targeting communities with a high concentration of armed groups in Nana-Grebizi, Ouham, Ouka and Bangui on the Cessation of Hostilities Agreement and the wider political process
- Organization and conduct of 2 workshops for 40 members of armed groups and signatories to the Cessation of Hostilities Agreement to build their capacity in negotiating a comprehensive political agreement in the context of the Bangui forum
- Technical assistance and advice, through biweekly meetings, to the follow-up mechanism established to monitor the implementation of the Cessation of Hostilities Agreement at the national and local levels on the implementation of the Agreement

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards reconciliation at the national and local levels	2.2.1 Increase in the number of conflict mitigation initiatives in key areas of inter-communal tension (2014/15: 6; 2015/16: 11)

Outputs

- Development of 11 regional projects with the United Nations country team and other partners to support and sustain local government and civil society initiatives to address underlying causes of conflict
- Organization and conduct of 4 workshops/half-day meeting on advice to local authorities and civil society organizations to promote the establishment of conflict mitigation and resolution initiatives and mechanisms

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards implementation by national authorities of interim security and stabilization measures and the development of a national security sector programme	2.3.1 Increase in the number of policies and legislation developed and implemented for restructuring the defence and security forces and strengthening security sector governance institutions (2014/15: 2; 2015/16: 32) 2.3.2 Increase in the number of verified members of defence and security forces and ex-combatants (2014/15: 500; 2015/16: 1,500)

Outputs

- Monthly/bimonthly meetings co-chaired by national authorities and MINUSCA of the strategic committee and technical committees on security sector reform as well as ad hoc meetings for overseeing and coordinating security sector reform
- Strategic and technical advice and mentoring through regular meetings and briefings to the high commission for disarmament, demobilization and reintegration and security sector reform on security sector reform for resource mobilization for the national institution
- Strategic and technical advice to the relevant governmental authorities in the development of policy papers and recommendations on the short- and medium-term missions and long-term vision, mandates, size, structure and constitution of defence and security forces
- Development of a database to improve human resources management of the defence and security forces
- Technical advice for the drafting of the new constitution on provisions related to the roles and responsibilities of the defence and security forces, including during states of emergency, siege and exception, and to the definition of the competencies of the Head of State, the Government and the parliament in relation to the defence and security forces
- Technical assistance to the national authorities to revise and reinforce the existing security sector reform-related legislation, codes of conduct of defence and security forces and disciplinary procedures
- Organization and conduct of 1 seminar for 50 members of executive and legislative security governance institutions, members of defence and security forces, armed groups and civil society on security sector reform
- Organization and conduct of quarterly briefings and mentoring activities aimed at increasing the capacity of the national parliament, in particular its Commission of Defence and Security, to fulfil its role of civilian oversight of the security sector, including in approving security sector-related policies, legislation and budgets and making inquiries of security and defence forces and executive security governance institutions
- Technical assistance through strategic and technical advice, development and implementation of the projects to regroup and house the members of the defence force aimed at the rehabilitation of barracks and the management of human resources

External factors

The security environment and the political will of national authorities are conducive to the timely deployment of necessary human resources

Table 8
Human resources: component 2, support to the political process, reconciliation and elections

	International staff								
Civilian staff	*USG–ASG*	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Division									
Approved posts 2014/15	–	2	12	14	3	**31**	3	22	**56**
Proposed posts 2015/16	–	2	12	14	3	**31**	3	22	**56**
Net change	–	–	–	–	–	–	–	–	–
Electoral Affairs Section									
Approved posts 2014/15	–	1	9	3	1	**14**	1	–	**15**
Proposed posts 2015/16	–	1	9	3	1	**14**	1	42	**57**
Net change	–	–	–	–	–	–	–	**42**	**42**
Approved temporary positions[b] 2014/15	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2015/16	–	–	4	23	1	**28**	2	–	**30**
Net change	–	–	**4**	**23**	**1**	**28**	**2**	–	**30**
Subtotal									
Approved 2014/15	–	1	9	3	1	**14**	1	–	**15**
Proposed 2015/16	–	1	13	26	2	**42**	3	42	**87**
Net change	–	–	**4**	**23**	**1**	**28**	**2**	**42**	**72**
Security Sector Reform Unit									
Approved posts 2014/15	–	–	3	1	–	**4**	2	1	**7**
Proposed posts 2015/16	–	–	3	1	–	**4**	2	1	**7**
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2014/15	–	3	24	18	4	**49**	6	23	**78**
Proposed posts 2015/16	–	3	24	18	4	**49**	6	65	**120**
Net change	–	–	–	–	–	–	–	**42**	**42**
Approved temporary positions[b] 2014/15	–	–	–	–	–	–	–	–	–
Proposed temporary positions[b] 2015/16	–	–	4	23	1	**28**	2	–	**30**
Net change	–	–	**4**	**23**	**1**	**28**	**2**	–	**30**
Total									
Approved 2014/15	–	3	24	18	4	**49**	6	23	**78**
Proposed 2015/16	–	3	28	41	5	**77**	8	65	**150**
Net change	–	–	**4**	**23**	**1**	**28**	**2**	**42**	**72**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded from general temporary assistance.

International staff: increase of 28 temporary positions

National staff: increase of 2 temporary positions

United Nations Volunteers: increase of 42 positions

Electoral Affairs Section

55. The summary of the proposed staffing changes in the Electoral Affairs Section is set out in table 9 below.

Table 9
Human resources: Electoral Affairs Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	+1	P-4	Logistics and Operations Officer	New position
	+1	P-4	Gender Officer	New position
	+1	P-4	Security Officer	New position
	+1	P-4	Database Officer	New position
	+1	P-3	Logistics and Operations Officer	New position
	+1	P-3	Training Officer	New position
	+1	P-3	Legal Officer	New position
	+2	P-3	Field Coordinator	New positions
	+14	P-3	Regional Coordinator	New positions
	+1	P-3	Database Officer	New position
	+1	P-3	Information Technology and Voter Registration Officer	New position
	+2	P-3	External Relations and Communication Officer	New positions
	+1	FS	Administrative Assistant	New position
	+2	NGS	Clerks	New positions
	+2	UNV	Logistics and Operations Officer	New positions
	+1	UNV	Reporting Officer	New position
	+17	UNV	Logistics Adviser	New positions
	+17	UNV	Civic Education Adviser	New positions
	+1	UNV	Database Adviser	New position
	+2	UNV	External Relations and Communication Adviser	New positions
	+2	UNV	Voter and Civil Education Adviser	New positions

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

56. The approved staffing establishment of the Electoral Affairs Section comprises 15 posts (1 Principal Electoral Affairs Officer (D-1), 1 Operations and Planning Officer (P-5), 6 Electoral Affairs Officer (P-4), 1 Legal Coordinator (P-4), 1 Logistics Officer (P-4), 3 Regional Coordinator (P-3), 1 Administrative Assistant (Field Service) and 1 Driver (national General Service)).

57. The main responsibility of the Electoral Affairs Section is to provide support to the National Electoral Authority in planning for the electoral process, including

an electoral road map comprising an operational timetable, a comprehensive budget and operational and logistics plans, with a view to establishing a legal framework conducive to credible elections. The Section aims to reinforce the capacity of national electoral stakeholders to contribute to the stabilization of the transition process and prepare the issuance of strategic decisions. In doing so the Section, working in an integrated manner with the UNDP electoral project team, will take into account the methodology for voter registration, the sequencing of the elections, women's participation and that of refugees and internally displaced persons as well as the establishment of the electoral administration at the local level.

58. In support of the Mission's good offices, the Electoral Affairs Section will facilitate coordination between donors, international partners and national institutions aimed at mobilizing the resources necessary for funding the electoral process and at monitoring and reporting on the advancement of the process to ensure transparency and accountability and identify potential shortfalls and solutions. Following the completion of national elections, the Section will support the appeals process and the swearing in of elected officials and continue to support the stabilization of the post-transition process, including facilitating the transition towards local elections aimed at consolidating peacebuilding efforts, democracy and decentralization. The Section will also provide strategic policy advice on the reform of the electoral system and other constitutional questions on the basis of lessons learned from the national elections.

59. The Electoral Affairs Section will support the National Electoral Authority with strategic and operational planning and implementation for the upcoming elections and assist with post-election activities and strategic planning in anticipation of the next phase of the electoral cycle. By providing a consistent and significant transfer of technical and logistical knowledge, the Mission will reinforce the electoral technical capacities of the Authority and other stakeholders, which will contribute to securing grass-roots democratic development.

60. In this regard, it is proposed that 42 new United Nations Volunteer positions and 30 temporary positions of a three-month duration be established to support the transitional authorities, the National Electoral Authority and relevant electoral stakeholders with the conduct of voter registration, the constitutional referendum and the legislative and presidential elections. The proposed staff would support the electoral process and operations in each of the following substantive areas: gender (1 P-4); legal (1 P-3); reporting (1 United Nations Volunteer); field and regional coordination (16 P-3, 34 United Nations Volunteers); logistics and operations (1 P-4, 1 P-3 and 2 United Nations Volunteers); a database cell (1 P-4, 1 P-3 and 1 United Nations Volunteer); information technology and voter registration (1 P-3); training (1 P-3); external relations and communications (2 P-3 and 2 United Nations Volunteers); security (1 P-4); public outreach, voter and civic education (2 United Nations Volunteers); administrative assistance (1 Field Service); and clerical work (2 national General Service). The responsibilities of the additional posts are described briefly in the following paragraphs.

61. The proposed Gender Officer (P-4), in close coordination with the existing Gender Adviser, will assist the National Electoral Authority and other electoral stakeholders in developing strategies, tools and structures geared at promoting the participation of women in the electoral process and mainstreaming gender policy in

the electoral process, activities of the National Electoral Authority and within the Electoral Affairs Section.

62. The proposed Legal Officer (P-3) will assist the existing Legal Coordinator to establish an electoral complaints mechanism and engage with the judicial institutions of the Central African Republic.

63. The proposed Reporting Officer (United Nations Volunteer) will assist the existing Electoral Reporting Officer (P-4) in the areas of reporting and monitoring electoral activities. The incumbent will contribute to ensuring the visibility of the Mission's efforts towards the electoral process by providing status reports, analysis and information, and coordinating and facilitating information sharing among various stakeholders.

64. The proposed Field Coordinators (2 P-3) would undertake coordination activities with Regional Coordinators and their teams for the electoral process in the field.

65. Electoral Regional Offices will be established covering the 16 prefectures, excluding Bangui, with 6 in the west (Mbaiki, Nola, Berbérati, Bouar, Bozoum and Paoua), 5 in the centre (Mobaye, Bossangoa, Sibut, Kaga Bandoro and Bambari) and 5 in the east (Birao, Bria, Obo, Bangassou and Ndele). The regional offices would provide electoral support and countrywide capacity-building with a proposed staffing complement of Regional Coordinators (14 P-3), Logistics Advisers (17 United Nations Volunteers) and Civic Education Advisers (17 United Nations Volunteers), in addition to the existing 3 Regional Coordinators (P-3). Each Electoral Regional Office will be composed of the following staff: 1 Regional Coordinator (P-3), 1 Logistics Adviser (United Nations Volunteer) and 1 Civic Education Adviser (United Nations Volunteer). Each of the offices will represent the Electoral Affairs Section in its area of assignment, liaise with all electoral stakeholders and partners, including United Nations entities on the ground, and provide technical and logistics support to the local branches of the National Electoral Authority.

66. The proposed Logistics and Operations Cell, consisting of four Logistics and Operations Officers (1 P-4, 1 P-3 and 2 United Nations Volunteers), will support the planning and coordination of electoral logistics and assist with the technical identification of electoral equipment and material and the design of logistics training modules, procedures and practical tools. An equipment tracking system will be geared towards reinforcing the capacity of the National Electoral Authority logistics staff.

67. The Database Cell will comprise two Database Officers (1 P-4 and 1 P-3) and one Database Adviser (United Nations Volunteer) who will assist the National Electoral Authority with developing and designing the structure, relevant software and hardware necessary for the establishment of the voters' roll and compilation of results.

68. The proposed Information Technology and Voter Registration Officer (P-3) would contribute to the design of the National Electoral Authority's information technology strategy, development of electoral software and procedures for voter registration as well as the methodology for the transmission of results and reinforcement of information technology staff capacity.

69. One proposed Training Officer (P-3), in support of the existing Training Officer (P-4), will contribute to assisting the National Electoral Authority in designing both the training and capacity- building strategies as well as designing relevant training procedures, tools and manuals for voter registration and elections.

70. Two proposed External Relations and Communication Officers (P-3) and two External Relations and Communication Advisers (United Nations Volunteers) will focus on facilitating the coordination of interaction between the National Electoral Authority and the Mission with national and international electoral stakeholders. The additional staff will also assist in developing an electoral communication strategy for both the Mission and the National Electoral Authority.

71. One proposed Security Officer (P-4) will support the National Electoral Authority and the Mission in drafting the electoral security plan, develop training modules for international and local security forces and assist with the establishment of elections coordination structures.

72. Two proposed Voter and Civic Education Advisers (United Nations Volunteers) will assist with the design of the outreach, voter and civic education strategy module and capacity-building tools.

73. In the context of the electoral process, an additional Administrative Assistant (Field Service) is proposed to support the existing Administrative Assistant responsible for establishing and managing the field electronic archive system, including personnel files, with preparing attendance sheets, organizing meetings, drafting administrative correspondence and liaising with Human Resources on entitlements.

74. The Clerks (2 national General Service) would support the electoral activities at Mission headquarters by undertaking clerical functions, facilitating contacts with local authorities and other electoral stakeholders and contributing essential geographical, political and linguistic knowledge to their role.

Component 3: restoration and extension of State authority

75. Given the structural and governance deficiencies that have existed in the Central African Republic for several decades, MINUSCA will engage the United Nations country team and other partners to strengthen territorial administration (prefects and subprefects), police, gendarmerie and judicial and corrections institutions within the framework of the United Nations global focal point arrangements and will take the lead in enhancing the capacity of State institutions and administrative structures to enable them to perform core government functions effectively. The Mission, in coordination with the United Nations country team, particularly UNDP, will support the deployment of civil administration and local governance through capacity-building of professional and accountable territorial administration to achieve improved delivery of administrative and social services. In order to fulfil its mandate, the Mission will contribute to the restoration of the rule of law in all areas of the country, to the fight against impunity and to the sustainability of law and order, through the rehabilitation of related infrastructure (courts and prisons) as well as the reinstatement of qualified and competent judicial and prison actors.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the re-establishment of the rule of law in the Central African Republic	3.1.1 Increase in the number of criminal cases prosecuted (2014/15: 10; 2015/16: 100)
	3.1.2 Increase in the number of courts reopened (2014/15: 7; 2015/16: 15)
	3.1.3 Increase in the number of prisons reopened in regions outside Bangui (2014/15: 2; 2015/16: 3)
	3.1.4 Increase in the number of national corrections officers trained on their responsibilities in implementing the Standard Minimum Rules for the Treatment of Prisoners and other national and international standards (2014/15: 98; 2015/16: 120)

Outputs

- Technical advice, through monthly meetings, with relevant ministerial counterparts and weekly meetings with the leadership of the national police and gendarmerie on the development of the capacity of the national police and gendarmerie of the Central African Republic
- Conduct of 45 days of training for 20 Central African Republic corrections officers on the formation of a rapid response team for the Ngaragba prison in Bangui
- Technical assistance to 6 officials of the Ministry of Justice to prepare a baseline assessment of 2 prisons for the planning of their reopening and to prepare a strategic plan for the Prison Service of the Central African Republic
- Bimonthly visits to detention facilities and prisons to provide technical advice to the Government in order to improve the conditions of detention
- Provision of advice and technical assistance through 5 workshops of 2 days each (at least 3 times per week) to 20 national magistrates of courts handling criminal cases, in order to enable them to conduct impartial and effective investigations of crimes in accordance with international standards
- Monthly meetings with law enforcement and judicial authorities for technical assistance on the documentation and collection of evidence that may be used in future judicial and non-judicial accountability processes for human and humanitarian rights violations
- Weekly meetings with the Ministry of Justice on the finalization of a strategic justice plan that will include the gradual redeployment of justice officials throughout the country and include provision for the protection of victims and witnesses, support services for victims and witnesses and protection for justice officials dealing with serious crimes
- Conduct of 3 training sessions for 100 magistrates to be redeployed to the regions on criminal procedures and court administration and 1 training session for 50 magistrates and 10 police officers on effective techniques for the investigation of cases of sexual and gender-based violence
- Logistical support to the Ministry of Justice for the organization of 3 criminal court sessions, 1 in each court of appeal (Bangui, Bouar and Bambari)

- Logistical support to the Ministry of Justice for the transportation of 5 court personnel for 2 mobile court sessions
- Provision of 1 seminar for 50 participants from the bar association, the Ministry of Justice and legal aid providers on the legislation and procedures needed for the establishment of effective legal assistance for indigent persons
- Conduct of 1 training course for 98 national corrections officers on their responsibilities in implementing the Standard Minimum Rules for the Treatment of Prisoners

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards the re-establishment of governmental institutions and the extension of State authority in the Central African Republic	3.2.1 Increase in the number of local authorities and civil servants deployed and effectively trained (2014/15: not applicable; 2015/16: 275) 3.2.2 Increase in the number of national police, gendarmerie, judicial, prison and other officials deployed and effectively trained in the protection of civilians (2014/15: not applicable; 2015/16: 100)

Outputs

- 11 capacity-building workshops, in coordination with the European Union and the United Nations country team, for 275 prefects, subprefects, mayors and civil servants on public administration/core government competencies and local governance and planning and budgeting of local stabilization and reconstruction projects
- Production of a package for developing national capacity in explosive ordnance disposal and weapons and ammunition management
- Rehabilitation/construction of 10 civilian administration structures through quick-impact projects
- Monthly meetings with the national police and gendarmerie providing technical assistance in re-establishing a police, judicial and corrections presence and authority in cities where MINUSCA police deploy through support for planning and physical deployment of national personnel
- Construction to national standards of 1 permanent ammunition depot, 50 ammunition or explosives storage facilities and 5 permanent armouries in support of the national defence and security forces

External factors

The security environment and the timely deployment of necessary human resources as well as cooperation from national and provincial authorities

Table 10
Human resources: component 3, restoration and extension of State authority

Category	*International staff*								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Justice and Corrections Section									
Approved posts 2014/15	–	1	16	20	1	**38**	22	9	**69**
Proposed posts 2015/16	–	1	16	20	1	**38**	22	9	**69**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2014/15	–	1	6	7	1	**15**	35	–	**50**
Proposed posts 2015/16	–	1	6	8	2	**17**	63	8	**88**
Net change	–	–	–	**1**	**1**	**2**	**28**	**8**	**38**
Total									
Approved posts 2014/15	–	2	22	27	2	**53**	57	9	**119**
Proposed posts 2015/16	–	2	22	28	3	**55**	85	17	**157**
Net change	–	–	–	**1**	**1**	**2**	**28**	**8**	**38**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 2 posts

National staff: increase of 28 posts

United Nations Volunteers: increase of 8 positions

Civil Affairs Section

76. The summary of the proposed staffing changes in the Civil Affairs Section is set out in table 11 below.

Table 11
Human resources: Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*
Posts/positions				
	+1	P-3	Programme Officer	New post
	+1	FS	Programme Assistant	New post
	+28	NGS	Community Liaison Assistant	New posts
	+8	UNV	Civil Affairs Officer	New positions

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

77. The approved staffing establishment of the Civil Affairs Section comprises 50 posts (1 Chief of Civil Affairs (D-1), 22 Civil Affairs Officer (1 P-5, 5 P-4, 7 P-3 and 9 National Professional Officer), 1 Administrative Assistant (Field Service), 24 Community Liaison Assistant (national General Service), 1 Civil Affairs Assistant (national General Service) and 1 Driver (national General Service)).

78. The Civil Affairs Section will continue supporting local-level efforts in political dialogue and reconciliation processes and interact with national and local authorities in support of conflict resolution and mediation initiatives, in close partnership with other relevant actors, as well as in support of the restoration and extension of State authority. The Section will focus on three themes on the political and social development continuum in the field offices: (a) local governance, provision of support for the restoration of State authority and the strengthening of social services delivery at the local level, in conjunction with the United Nations country team; (b) liaison with communities, provision of support to civil society organizations, including youth and women, and confidence-building, including through outreach activities; and (c) intercommunal dialogue, social cohesion, conflict resolution and community violence reduction initiatives.

79. In the Mission's second full year of operations, the Civil Affairs Section would perform a subnational political function at the local level and play a key role in supporting the Mission and other external actors, focusing on confidence-building, conflict management and assistance to State actors and identifying and designing interventions at the local and community levels that aim to build or sustain a commitment to a nationally led political process. Along with security and stabilization, civil affairs will play an increasingly key role in facilitating restoration of State authority and social cohesion, which are fundamental for the MINUSCA exit strategy.

80. Of the approved staffing capacity, 24 Community Liaison Assistants are currently deployed at 12 county operating bases. Historically, protection had been more effective in areas where troops had established a good relationship and trust had been built with the local communities. On the basis of best practices and lessons learned in MONUSCO, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the Central African Republic itself, it is recommended that two Community Liaison Assistants per county operating base be assigned to undertake a series of interconnected and complementary activities simultaneously. These activities are related to the three main core functions of civil affairs at the local level in the sectors of protection, social cohesion and conflict resolution, and restoration of State authority. In this context, and taking into consideration the planned establishment of an additional 14 county operating bases for 2015/16, it is proposed that 28 new posts of Community Liaison Assistant (national General Service) be established, with two Assistants at each base.

81. For the 2015/16 period, the Mission plans to develop, strengthen or open eight integrated field offices and sub-offices (Bambari, Bossangoa, Berberati, Paoua, Ndele, Bangassou, Birao and Obo) and three sector regional offices (Bouar, Kaga Bandoro and Bria). In this regard, it is proposed that eight new posts of Civil Affairs Officer (United Nations Volunteer) be established to undertake the core activities of the Section in these eight offices.

82. Given the quick-impact projects proposed to promote the Mission's mandate and to win the confidence of the population in the peacebuilding process while also ensuring the restoration of State authority in specific areas, and that the political process and protection of civilians projects will have increased from 40 in 2014/15 to 66, it is proposed that one new post of Programme Officer (P-3) and one new post of Programme Assistant (Field Service) be established. The Programme Officer will manage and coordinate the portfolio of quick-impact projects with the heads of section and heads of regional office to: (a) identify the need, organize project selection and review and oversee the signing of agreements; (b) ensure accountability, report to and liaise with the implementing partners on the project implementation; and (c) monitor and facilitate internal and external coordination. The Programme Assistant will assist the Programme Officer with programming and administrative tasks as well as track the budget, the disbursement of funds, expenditures, reporting, the return of surplus funds from implementing partners and recordkeeping.

Component 4: support

83. The support component of the Mission will provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate, through the delivery of related outputs. These services include personnel administration, the establishment and maintenance of office and accommodation facilities, communications and information technology, air and surface transport operations, medical services, property management, conference and camp services and supply and resupply operations.

84. Senior leadership for Mission support would be based in Bangui and would provide strategic direction and policy guidance to and liaise with the Government, United Nations Headquarters and other peacekeeping operations. Mission support would be deployed to provide all essential field-based functions as close as possible to clients in order to reduce response times and achieve both cost-effectiveness and economies of scale at various points in the overall delivery of services.

85. The Mission's support structure comprises the Director of Mission Support, the Supply Chain Management Service, the Services Delivery Service and the Geospatial, Information and Telecommunications Technologies Section.

86. The Supply Chain Management Service would cover procurement, acquisition planning, property management, centralized warehousing and contract management. The Services Delivery Service would comprise the Mission Support Centre, the Facilities and Engineering Management Section, the Supply Section (fuel and rations), the Integrated Movement, Aviation and Transport Section and the Medical Services Section.

Expected accomplishments	*Indicators of achievement*
4.1 Increased efficiency and effectiveness of logistical and administrative support for the Mission	4.1.1 Increase in the establishment of an integrated Mission headquarters, field offices, airfields and/or accommodation facilities (2014/15: 45; 2015/16: 61)
	4.1.2 Increase in the deployment of the projected civilian personnel by 30 June 2016

Outputs

Service improvements

- Given that the Mission is in its second year of operations, any and all service improvements will be realized in future periods, taking into account the realties on the ground

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 240 military observers and 9,760 military contingent personnel, including 200 staff officers, 400 United Nations police officers and 1,400 formed police personnel, and administration of up to 1,640 civilian staff, comprising 784 international staff (including 68 temporary staff), 665 national staff (including 3 temporary staff), 191 United Nations Volunteers and 20 Government-provided personnel

- 160 periodic reports on the verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military contingent and formed police personnel

- Supply of food rations and 156,240 reserve ration packs for up to 9,560 military contingent personnel (excluding staff officers) and 1,400 formed police personnel

- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and disciplinary action, and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance repair of former MISCA military and formed police unit sites at 32 locations and 3 sector headquarters (Bouar, Kaga Bandoro and Bria), 4 premises in Bangui and 5 unpaved airstrips in Bria, Kaga Bandoro, Bossangoa, Bouar and Bambari

- Establishment of the permanent Mission headquarters; a logistics base at Bangui M'poko airport; 8 regional offices; a forward logistics base in Bouar; a level I United Nations medical facility at the 3 sectors and 8 subsectors; modularized tented package camps to accommodate 300 personnel at 3 sector headquarters and 150 personnel at 3 subsectors (Bassangoa, Berberati and Bambari); 4 waste management yards at the Bangui M'poko logistics base and 3 sector headquarters (Bria, Kaga Bandoro and Bouar)

- Maintenance and renovation of 12 km of township road in Bangui and rehabilitation of 750 km of main supply routes in the 3 sectors

- Operation and maintenance of 28 water treatment plants, 30 boreholes, 30 wastewater treatment plants and 236 generators in former MISCA camps and United Nations premises

Ground transportation

- Operation and maintenance of 879 United Nations-owned vehicles, including armoured vehicles, 5 workshops at 3 sector headquarters and other field offices and supply of 10.3 million litres of petrol, oil and lubricants for ground vehicles, including 5.9 million litres for contingent-owned vehicles

- Operation of a daily shuttle service 7 days a week for an average of 350 United Nations personnel per day between their residential accommodation and the Mission locations

Air transportation

- Operation and maintenance of 4 fixed-wing and 9 rotary-wing aircraft

- Storage and supply of 7.8 million litres of petrol, oil and lubricants for air operations

Communications

- Phased implementation of the installation, commission, operation and maintenance of a satellite network for voice, fax, video and data communications, consisting of a hub station in Bangui, 60 very small aperture terminals (VSAT) distributed throughout the mission area, 45 telephone exchanges, 50 microwave links and 45 additional satellite terminals for the Internet, and commission and support for 60 mobile satellite phones and a trunking radio system to provide secure voice communications for mission personnel
- Provision of technical support for 1,091 high-frequency transceivers and 87 very-high-frequency repeaters, with associated base, mobile and handheld units, and maintenance of videoconferencing services to all facilities at mission headquarters and in the regional offices

Information technology

- Technical support for computing devices for up to 2,307 users and for the information and communications technology infrastructure for up to 45 sites
- Installation/establishment and maintenance of 45 local area networks (wired and wireless networks), forming an integral part of the Mission's wide area network, 45 servers, 675 printers and 675 digital senders at approximately 45 locations

Medical

- Operation and maintenance of 1 United Nations level I clinic and 1 United Nations level II hospital in Bangui and of 5 United Nations emergency and first aid stations for Bangui, and an additional 5 United Nations emergency and first aid stations for Bambari, Bossangoa, Bangassou, Beberrati and Ndele
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including to level III and level IV hospitals outside the Central African Republic
- HIV sensitization programme, including peer education and confidential counselling and testing services for all mission personnel

Security

- Provision of 24-hour close protection to senior mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new mission staff

External factors

Security conditions would permit the uninterrupted movement of staff and the deployment of operational resources; goods and services will be delivered as contracted

Table 12
Human resources: component 4, support

Category	*Total*
I. Military contingents	
Approved 2014/15	44
Proposed 2015/16	44
Net change	–

II. Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Conduct and Discipline Team									
Approved posts 2014/15	–	–	2	2	1	5	1	–	**6**
Proposed posts 2015/16	–	–	2	3	1	6	2	–	**8**
Net change	–	–	–	**1**	–	**1**	**1**	–	**2**
Security Section									
Approved posts 2014/15	–	–	2	15	97	114	126	4	**244**
Proposed posts 2015/16	–	–	2	15	97	114	126	4	**244**
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Director									
Approved posts 2014/15	–	1	2	2	6	11	7	–	**18**
Proposed posts 2015/16	–	1	2	2	6	11	7	–	**18**
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2014/15	–	–	–	–	2	2	–	–	**2**
Proposed temporary positions[b] 2015/16	–	–	–	–	2	2	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2014/15	–	1	2	2	8	13	7	–	**20**
Proposed 2015/16	–	1	2	2	8	13	7	–	**20**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Director									
Approved posts 2014/15	–	1	9	6	40	56	99	19	**174**
Proposed posts 2015/16	–	1	9	6	35	51	108	11	**170**
Net change	–	–	–	–	**(5)**	**(5)**	**9**	**(8)**	**(4)**
Approved temporary positions[b] 2014/15	–	–	–	–	10	10	–	–	**10**
Proposed temporary positions[b] 2015/16	–	–	–	–	10	10	–	–	**10**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2014/15	–	1	9	6	50	66	99	19	**184**
Proposed 2015/16	–	1	9	6	45	61	108	11	**180**
Net change	–	–	–	–	**(5)**	**(5)**	**9**	**(8)**	**(4)**

Services Delivery Service									
Approved posts 2014/15	–	1	15	15	91	122	94	12	**228**
Proposed posts 2015/16	–	1	15	21	106	143	125	20	**288**
Net change	–	–	–	**6**	**15**	**21**	**31**	**8**	**60**
Approved temporary positions[b] 2014/15	–	–	1	3	10	14	–	–	**14**
Proposed temporary positions[b] 2015/16	–	–	1	3	10	14	–	–	**14**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2014/15	–	1	16	18	101	136	94	12	**242**
Proposed 2015/16	–	1	16	24	116	157	125	20	**302**
Net change	–	–	–	**6**	**15**	**21**	**31**	**8**	**60**
Supply Chain Management Service									
Approved posts 2014/15	–	1	8	8	33	50	21	1	72
Proposed posts 2015/16	–	1	8	8	33	50	21	1	72
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2014/15	–	–	–	1	13	14	–	–	**14**
Proposed temporary positions[b] 2015/16	–	–	–	1	13	14	–	–	**14**
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2014/15	–	1	8	9	46	64	21	1	**86**
Proposed 2015/16	–	1	8	9	46	64	21	1	**86**
Net change	–	–	–	–	–	–	–	–	–
Geospatial, Information and Telecommunications Technologies Section									
Approved posts 2014/15	–	–	3	2	43	48	23	–	**71**
Proposed posts 2015/16	–	–	3	3	43	49	24	–	**73**
Net change	–	–	–	**1**	–	**1**	**1**	–	**2**
Support Services — Entebbe									
MONUSCO logistics base and Regional Procurement Office									
Approved 2014/15	–	–	–	2	6	8	10	–	**18**
Proposed 2015/16	–	–	–	2	6	8	10	–	**18**
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[b] 2014/15	–	–	–	–	–	–	1	–	**1**
Proposed temporary positions[b] 2015/16	–	–	–	–	–	–	1	–	**1**
Net change	–	–	–	–	–	–	–	–	–

Subtotal									
Approved 2014/15				2	6	8	11		**19**
Proposed 2015/16				2	6	8	11		**19**
Net change	–	–	–	–	–	–	–	–	–
Civilian staff									
Approved posts 2014/15		4	41	52	317	414	381	36	**831**
Proposed posts 2015/16		4	41	60	327	432	423	36	**891**
Net change	–	–	–	**8**	**10**	**18**	**42**	–	**60**
Approved temporary positions[b] 2014/15			1	4	35	40	1		**41**
Proposed temporary positions[b] 2015/16			1	4	35	40	1		**41**
Net change	–	–	–	–	–	–	–	–	–
Total, civilian staff									
Approved 2014/15		4	42	56	352	454	382	36	**872**
Proposed 2015/16		4	42	64	362	472	424	36	**932**
Net change	–	–	–	**8**	**10**	**18**	**42**	–	**60**
Total (I and II)									
Approved 2014/15		4	42	56	352	454	382	36	**916**
Proposed 2015/16		4	42	64	362	472	424	36	**976**
Net change	–	–	–	**8**	**10**	**18**	**42**	–	**60**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General; MONUSCO, United Nations Organization Mission in the Democratic Republic of the Congo.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded from general temporary assistance, in civilian personnel costs.

International staff: increase of 18 posts

National staff: increase of 42 posts

Conduct and Discipline Team

87. The summary of the proposed staffing changes in the Conduct and Discipline Team is set out in table 13 below.

Table 13

Human resources: Conduct and Discipline Team

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
+1	P-3	Conduct and Discipline Officer	New post
+1	NPO	Conduct and Discipline Officer	New post

Abbreviation: NPO, National Professional Officer.

88. The approved staffing establishment of the Conduct and Discipline Team comprises six posts (1 Chief of Conduct and Discipline (P-5), 3 Conduct and Discipline Officer (1 P-4 and 2 P-3), 1 Conduct and Discipline Assistant (Field Service) and 1 Administrative Assistant (national General Service)).

89. The Conduct and Discipline Team reports to the Special Representative of the Secretary-General through the Chief of Staff and will continue to: (a) provide policy guidance and technical advice to the Mission on issues related to conduct and discipline and ensure coherence in the application of standards of conduct for all categories of personnel; (b) manage complaints/reports of misconduct, referring them to the Head of Mission or the Office of Internal Oversight Services, as appropriate; (c) establish and maintain a database of all misconduct cases in the Mission and submit monthly reports to the Conduct and Discipline Unit at Headquarters; and (d) conduct training for Mission staff on conduct and discipline and the prevention of sexual exploitation and abuse.

90. Given the Mission's proposed level of uniformed and civilian personnel and the geographical range of operations, a robust Conduct and Discipline Team will have a significant impact on the ability of the field mission to implement its mandate and the manner in which the field mission is perceived in the host country. In addition to day-to-day case management, the team focuses a significant amount of attention on preventive measures against misconduct, particularly sexual exploitation and abuse, to ensure that the Mission maintains a good record. In this context, it is proposed that two new posts of Conduct and Discipline Officer (1 P-3 and 1 National Professional Officer) be established.

91. The Conduct and Discipline Officer (P-3) will deliver training on conduct and discipline matters, including specialized training on the prevention of sexual exploitation and abuse, directly to MINUSCA personnel or through training of trainers of contingent personnel; assist other Conduct and Discipline Officers with activities to be conducted throughout the mission area, for example, identifying and assessing possible risks of misconduct by MINUSCA personnel, such risks to be addressed through the development and implementation of specific and tailored preventive measures; assist in the handling of complaints of alleged misconduct involving international personnel and the related management of misconduct cases at the field-mission level; carry out reviews of completed investigation reports and prepare recommendations to be implemented by the Mission, as appropriate.

92. The Conduct and Discipline Officer (National Professional Officer) will assist the existing Conduct and Discipline Officers in developing and implementing the training strategy, which will include coordination with the training cells of all components to ensure consistent and regular delivery of training on conduct and discipline matters, including specialized training on the prevention of sexual exploitation and abuse; contribute to developing preventive measures and provide weekly reports on the activities undertaken and the number of MINUSCA personnel trained; assist other Conduct and Discipline Officers with the development and implementation of the outreach strategy, including the development of a website and other useful tools; participate in risk assessments and contribute to the development of the victims' assistance strategy; and assist in the handling of complaints of alleged misconduct involving national civilian personnel and the related management of misconduct cases at the field-mission level.

Occupational Health, Safety and Environment Unit

93. The summary of the proposed staffing changes in the Occupational Health, Safety and Environment Unit is set out in table 14 below.

Table 14
Human resources: Occupational Health, Safety and Environment Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+1	P-4	Environmental Officer	Reassigned	From Mission Sector Support Office
	-1	P-3	Environmental Officer	Redeployed	To Mission Sector Support Office

94. The approved staffing establishment of the Occupational Health, Safety and Environmental Unit comprises two posts (1 Environmental Officer (P-3) and 1 Environmental Assistant (Field Service)). The Unit is responsible for inspecting and implementing the Mission's occupational, health and safety protocols and standards to ensure that all personnel are working under environmentally safe and healthful conditions throughout the Mission's area of operations, in addition to ensuring that the Mission has a positive impact on the environment and surrounding communities.

95. With the full deployment of military and civilian personnel to 45 locations comprising integrated sector headquarters, field offices, suboffices and other locations, it is imperative that the Mission's capability in monitoring and controlling its footprint on the environment be adequate. To augment the capability of the Unit in executing its tasks, it is proposed that the post of Environmental Officer (P-4) be established through the reassignment of a post of Administrative Officer from the Mission Sector Support Office of the Mission Support Division.

96. It is proposed that the post of Environmental Officer (P-3) be redeployed to the Mission Sector Support Office.

Staff and Welfare Counselling Unit

97. The summary of the proposed staffing changes in the Staff and Welfare Counselling Unit is set out in table 15 below.

Table 15
Human resources: Staff and Welfare Counselling Unit

	Change	*Level*	*Functional title*	*Post action*
Post/position	+1	NGS	Administrative Assistant	New post

Abbreviation: NGS, national General Service.

98. The approved staffing establishment of the Staff and Welfare Counselling Unit comprises four posts and temporary positions (2 Staff Counsellor (P-3), 1 Assistant Staff Counsellor (Field Service) and 1 temporary position of Staff Welfare Assistant (Field Service)). The Unit is responsible for providing support to mission personnel in the areas of stress management and personal counselling,

recommending welfare improvements and monitoring the implementation of welfare measures in compliance with Department of Field Support policies. Its key function is to ensure a healthful working, living and recreational environment for all Mission personnel serving in the mission area.

99. In connection with the second period of operations, the higher deployment of uniformed and civilian personnel and the planned expansion of the Mission to 45 locations will require a higher volume of visits to assist personnel in coping with the hardship and difficult working and living conditions and keep up morale. In this regard, it is proposed that one post of Administrative Assistant (national General Service) be established to support the staff travelling continuously to different locations on administrative matters.

Conference/Camp Management Unit

100. The summary of the proposed staffing changes in the Conference/Camp Management Unit is set out in table 16 below.

Table 16
Human resources: Conference/Camp Management Unit

	Change	*Level*	*Functional title*	*Post action*
Posts/positions	+10	NGS	Translators/Interpreters	New posts

Abbreviation: NGS, national General Service.

101. The approved staffing establishment of the Conference/Camp Management Unit comprises 84 posts (1 Chief of Conference Management (P-3), 1 Chief of Camp Management (Field Service), 79 Translator/Interpreter (1 Field Service, 2 National Professional Officer, 74 national General Service and 2 United Nations Volunteer) and 3 Camp Management Assistant (2 Field Service and 1 United Nations Volunteer)). The Unit is responsible for the provision of interpreters, in particular for the military and police contingents, and camp management services in support of 10 of the sectors and regional offices across the Central African Republic.

102. Translation and interpretation services between French and English and between the common native language of Sango and English and French are required. Given the current capacity, translators/interpreters cannot cope with the level of services required after the rehatting of the MISCA troops; with the deployment of 8,700 military and police personnel as at 31 January 2015, it is proposed that 10 new posts of Translator/Interpreter (national General Service) be established.

Mission Sector Support Offices

103. The summary of the proposed staffing changes in the Mission Sector Support Offices is set out in table 17 below.

Table 17
Human resources: Mission Sector Support Offices

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
-1	P-4	Administrative Officer	Reassigned	To Occupational Health, Safety and Environmental Unit
+1	P-3	Environmental Officer	Redeployed	From Occupational Health, Safety and Environmental Unit
-2	FS	Regional Support Officer	Redeployed	To Mission Support Centre
-1	FS	Administrative Assistant	Redeployed	To Mission Support Centre
-2	FS	Logistics Assistant	Redeployed	To Mission Support Centre
-5	NGS	Logistics Assistant	Redeployed	To Mission Support Centre
-8	UNV	Logistics Assistant	Redeployed	To Mission Support Centre

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

104. The approved staffing establishment of the Mission Sector Support Offices comprises 41 posts and temporary positions (5 Regional Support Officer (3 P-4 and 2 Field Service), 1 Administrative Officer (P-4), 10 Administrative Assistant (8 Field Service and 2 United Nations Volunteer), 19 Logistics Assistant (2 Field Service, 5 national General Service and 12 United Nations Volunteer) and 6 temporary positions of Regional Support Assistant (Field Service). The Mission Sector Support Offices provide all administrative support, including human resources management and financial services, to the sectors, subsectors and regional offices.

105. It is proposed that one post of Administrative Officer (P-4) be reassigned to the function of Environmental Officer in the Occupational Health and Safety and Environment Unit to augment its existing capacity to provide operational capability for Mission compliance with the Department of Peacekeeping Operations/Department of Field Support environmental policy for field missions as well as with the Secretary-General's guidance on environment.

106. It is proposed that one post of Environmental Officer (P-3) be redeployed from the Occupational Health, Safety and Environment Unit.

107. The proposed redeployment of 18 posts from the Mission Sector Support Offices, as detailed in table 17 above, is presented under the proposal for the Mission Support Centre.

Finance and Budget Section

108. The summary of the proposed staffing changes in the Finance and Budget Section is set out in table 18 below.

Table 18
Human resources: Finance and Budget Section

Change	*Level*	*Functional title*	*Post action*
Posts/positions			
+1	NPO	Finance and Budget Officer	New post
+1	NGS	Archive Assistant	New post

Abbreviations: NPO, National Professional Officer; NGS, national General Service.

109. The approved staffing establishment of the Finance and Budget Section comprises 20 posts and temporary positions (1 Chief Budget and Finance Officer (P-5), 4 Finance and Budget Officer (1 P-4, 2 Field Service and 1 National Professional Officer), 13 Finance and Budget Assistant (9 Field Service and 4 national General Service), 1 Administrative Assistant (national General Service) and 1 temporary position of Finance and Budget Assistant (Field Service)).

110. The Finance and Budget Section will continue to provide planning guidance for budget preparation and support for the administration of the trust funds related to MINUSCA. The Section maintains the Mission's accounts, monitors and approves obligations and disbursements and ensures compliance with the Financial Regulations and Rules of the United Nations and the International Public Sector Accounting Standards (IPSAS).

111. The Section consists of the Budget Unit and the Finance Unit. The Budget Unit is led by a Finance and Budget Officer (P-4), supported by two Finance and Budget Officers (Field Service and National Professional Officer) and four Finance and Budget Assistants (Field Service), while the Finance Unit is led by one Finance and Budget Officer (Field Service) and supported only by five Finance and Budget Assistants (Field Service). The Finance Unit's workload includes low-value acquisitions, emergency payments, danger payments for staff members on temporary duty, payment of lump sums for rest and recuperation, coordination with the Regional Service Centre in Entebbe and following up on outstanding invoices, regular review and clearing of open item management accounts, audit responses and financial control functions. In this regard, it is proposed that one post of Finance Officer (National Professional Officer) be established to build national capacity at the professional level in the area of the United Nations financial regulations, rules, administrative directives and procedures, as well as the Umoja system. The additional capacity would ensure that the Mission would meet its current service demands and ensure a smooth transition when MINUSCA starts to implement the nationalization programme in the years ahead.

112. It is proposed that one new post of Archive Assistant (national General Service) be established to provide longer-term and uninterrupted support for a function that is currently being undertaken by a national individual contractor who is permitted to serve up to nine months in a 12-month period. The Archive Assistant maintains and preserves documents that are accessible to personnel and auditors.

Human Resources Management Section

113. The summary of the proposed staffing changes in the Human Resources Management Section is set out in table 19 below.

Table 19
Human resources: Human Resources Management Section

	Change	*Level*	*Functional title*	*Post action*
Post/position	+1	NPO	Human Resources Officer	New post

Abbreviation: NPO, National Professional Officer.

114. The approved staffing establishment of the Human Resources Management Section comprises 23 posts and temporary positions (1 Chief Human Resources Officer (P-5), 6 Human Resources Officer (2 P-4, 1 P-3, 2 Field Service and 1 National Professional Officer), 14 Human Resources Assistant (6 Field Service and 8 National Professional Officer) and 2 temporary positions of Human Resources Assistant (Field Service)).

115. An appropriate level of liaison with the host country authorities is essential to ensure that requests are fulfilled efficiently. There is a need to keep track of such movements in order to facilitate lodging at Mission transit accommodation facilities (guest houses), in coordination with the Camp Management Unit, to report thereon to support subsequent payment of invoices to be presented by hotels or the recovery of expenses incurred, as applicable. In this regard, it is proposed that one new post of Human Resources Officer (National Professional Officer) be established.

Mission Support Centre

116. The summary of the proposed staffing changes in the Mission Support Centre is set out in table 20 below.

Table 20
Human resources: Mission Support Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+3	P-3	Logistics Officer	New posts	Field Office
	+2	FS	Regional Support Officer	Redeployed	From Mission Sector Support Offices
	+1	FS	Administrative Assistant	Redeployed	From Mission Sector Support Offices
	+2	FS	Logistics Assistant	Redeployed	From Mission Sector Support Offices
	+5	NGS	Logistics Assistant	Redeployed	From Mission Sector Support Offices
	+8	UNV	Logistics Assistant	Redeployed	From Mission Sector Support Offices

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

117. The approved staffing establishment of the Mission Support Centre comprises 14 posts and temporary positions (1 Chief (P-5), 6 Logistics Officer (2 P-4, 3 P-3 and 1 national General Service), 4 Logistics Assistant (Field Service), 2 temporary positions of Logistics Officer (1 P-4 and 1 P-3) and 1 temporary position of Logistics Assistant (Field Service)) distributed across the Current Operations Unit, the Logistics Planning Unit and the Analysis and Reporting Unit. The Centre will continue to coordinate all logistics requirements, including the tasking of relevant Services Delivery Service sections and military enablers (engineering companies).

The Centre will provide planning guidance to ensure that tasks and objectives are well defined and fully resourced. While the primary role of the Centre is to ensure efficient, timely and effective logistics support for all Mission components, it will also deal with aspects of cooperation and mutual assistance between the Mission and other United Nations agencies and NGOs.

118. The mission area extends throughout the Central African Republic where the terrain is difficult to navigate and road communications infrastructure is virtually non-existent. Sector headquarters are distant from mission headquarters in Bangui, with the Western Sector (Bouar) and the Central Sector (Kaga Bandoro) two days' travel time by road and the Eastern Sector (Bria) 5-10 days away, depending on road and weather conditions. Field offices and military deployments are much further away in most cases. In order for the Mission to deliver its mandate, in particular with regard to the protection of civilians, it is essential that the sectors be able to function independently and be organized and staffed accordingly.

119. As a result of a review of support arrangements provided to the sectors and the realignment of reporting lines of staff performing logistics functions in the field offices and sectors, it is proposed that 18 posts (5 Field Service, 5 national General Service and 8 United Nations Volunteer), as detailed in table 20 above, be redeployed to the Mission Support Centre from the Mission Sector Support Offices. The proposed redeployment would provide adequate coverage of logistics operations throughout the Mission and establish land acquisition capability within the Mission Support Centre.

120. It is proposed that three posts of Logistics Officer (P-3) be established to head the Sector Mission Support Centres. The incumbents would manage logistics operations and projects at the sector level, thereby enhancing support for substantive, military and police components, and ensure business continuity in the sector during security-related crisis situations such as occurred in October 2014 when Bangui was virtually cut off from the sectors/regions.

Facility and Engineering Management Section

121. The summary of the proposed staffing changes in the Facility and Engineering Management Section is set out in table 21 below.

Table 21
Human resources: Facility and Engineering Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions					
	+2	P-3	Sector Engineer	New posts	Field office
	+1	P-3	Water and Sanitation Engineer	New post	Field office
	+2	FS	Water and Sanitation Technician	New posts	Field office
	+4	FS	Generator Mechanics/Technician	New posts	Field office
	+1	FS	Technician	New post	Field office
	+1	FS	Airfield and Roads Engineer	New post	Field office

Change	Level	Functional title	Post action	Description
+23	NGS	Engineering Assistant	New posts	Field office
-4	NPO	Engineer	Reclassified	Field office
+4	NGS	Engineering Assistant	Reclassified	Field office

122. The approved staffing establishment of the Facility and Engineering Management Section comprises 40 posts and temporary positons (1 Chief Engineer (P-5), 2 Administrative Assistant (1 Field Service and 1 national General Service), 9 Engineer (3 P-4, 2 Field Service and 4 National Professional Officer), 20 Engineering Assistant (14 Field Service and 6 national General Service) and 8 temporary positions of Engineering Assistant (Field Service)).

123. The Section will continue to manage all engineering aspects of construction, facilities, sectors and other specialized areas at multiple locations throughout the country. The Section plays a vital role in fulfilling the mandate by logistically and technically upgrading and supporting the troops, new infantry battalions, enablers and formed police units, on the basis of United Nations standards. In view of the unpredictable and volatile security conditions, realizing such support is extremely challenging for any organization and its engineering section. With an increase in the authorized uniformed personnel strength of up to 11,820 and an increasing civilian staff, supervising, inspecting and monitoring in an effective manner the commercially outsourced construction activities that are currently being planned, at a cost of approximately $110 million, at approximately 45 locations throughout the country, is a complex and demanding challenge.

124. It is proposed that 34 new posts be established to undertake the following functions: 2 posts of Sector Engineer (2 P-3) to oversee engineering activities in the sectors on behalf of the Chief Engineer; 1 post of Water and Sanitation Engineer (P-3) to supervise the water and sanitation unit and to design water supply, sewerage and liquid disposal systems as well as plan the installation of water treatment plants and waste water treatment plants; 2 posts of Water and Sanitation Technician (Field Service) to meet the demands for a water and sanitation network at all locations, as where such networks exist they are in a dilapidated condition; 1 post of Generator Mechanic/Technician (Field Service) to oversee the operation and maintenance of hundreds of additional generators to provide sustained power at all locations, given the shortage of national electricity throughout the country; 3 posts of Generator Mechanic/Technician (Field Service) to oversee the operation and maintenance of the generators at sector headquarters and in the subsectors; 1 post of Technician (Field Service) to oversee the regular maintenance and servicing of air conditioning and refrigeration units, given the need for air conditioned facilities in a very humid climate; 1 post of Airfield and Roads Engineer (Field Service) to upgrade and maintain 6 unpaved airstrips and over 1,100 km of roads, comprising 3 main supply and 10 secondary supply routes in Sectors West, Centre and East, and supervise military engineers in the implementation of these tasks; and 23 posts of Engineering Assistant (national General Service) to work in various units to support various engineering functions such as water and sanitation engineering, electrical engineering, generator maintenance and repair and civil engineering. Furthermore, as work develops in 2015/16, there will be a need for technicians from the national work force at remote camp locations to maintain the United Nations facilities, assets and equipment. It is therefore proposed that 4 posts

of Engineer (National Professional Officer) be reclassified as posts of Engineering Assistant (National Professional Officer).

Joint Movement Coordination Centre

125. The summary of the proposed staffing changes in the Joint Movement Coordination Centre is set out in table 22 below.

Table 22
Human resources: Joint Movement Coordination Centre

	Change	*Level*	*Functional title*	*Post action*
Posts/positions	+3	NGS	Movement Control Assistant	New posts

Abbreviation: NGS, national General Service.

126. The approved staffing establishment of the Joint Movement Coordination Centre comprises five posts (1 Chief (National Professional Officer), 1 Movement Control Officer (P-3) and 3 Movement Control Assistant (Field Service)). The Centre is responsible for the integrated planning of all troop deployments, rotations, repatriations and major redeployments within the mission area and all movement operations in support of the Mission.

127. Owing to the Mission's increased deployment of uniformed and civilian personnel across the mission area and the corresponding volume of movement operations, it is proposed that three new posts of Movement Control Assistant (national General Service) be established at each of the sector headquarters.

Supply Section

128. The summary of the proposed staffing changes in the Supply Section is set out in table 23 below.

Table 23
Human resources: Supply Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions	+2	FS	Rations Assistant	New posts	Field office

Abbreviation: FS, Field Service.

129. The approved staffing establishment of the Supply Section comprises 41 posts (1 Chief Supply Officer (P-4), 1 Chief Rations Officer (P-3), 10 Supply Officer (1 P-3, 3 Field Service and 6 national Professional Officer) and 29 Supply Assistant (11 Field Service and 18 national Professional Officer)). The Section will continue to: (a) manage the acquisition and delivery of supplies and services, including the delivery of security-related items such as personal protective equipment, and general supplies and equipment, catering, rations and fuel; (b) establish initial services, followed by the contracting and set-up of long-term arrangements; and (c) monitor the required stock levels, place orders, supervise contractors and ensure that prerequisites for compliance with quality control, health and environmental standards and minimum operating security standards are met.

130. Under the current interim rations contract, the feeding strength of the Mission is supplied from one rations warehouse and managed by the Rations Unit, both located at mission headquarters in Bangui. The Unit is dedicated to the planning, operational control and central quality assurance functions.

131. In anticipation of the full, mandated troop strength of 9,560 military and 1,400 formed police unit personnel, the interim contract for the provision of food rations and bottled water will be replaced by a long-term rations contract and an additional rations warehouse facility will be built to support 1,500 troops in Sector East (Bria). The warehouse would supply a minimum of at least 10 delivery locations at any point in time. The Rations Office in Sector East would handle approximately 378 tons of fresh food rations, covering 28 days of operational stocks and 28 days of reserves. Consequently, it is proposed that a new post of Rations Assistant (Field Service), responsible for the food supply warehouse for Sector East, be established.

132. Furthermore, it is proposed that a new post of Rations Assistant (Field Service) be established to oversee the catering and waiting operations of the cafeteria and transit camps for mission personnel that will be established in four main sectors: Bangui (200-capacity kitchen); Bouar (250-capacity kitchen); Bria (250-capacity kitchen); and Kaga Bandoro (250-capacity kitchen). The incumbent will be responsible for: (a) implementing all applicable standards governing hygiene and preparation, taking into consideration the various ethnic and religious dietary preferences; and (b) establishing and coordinating a food committee consisting of mission representatives and the contractor to meet at regular intervals to establish and adjust mealtimes, evaluate the menu and suggest changes, additions or deletions with respect to the food prepared by the contractor.

Geospatial, Informa ion and Telecommunications Technologies Section

133. The summary of the proposed staffing changes in the Geospatial, Information and Telecommunications Technologies Section is set out in table 24 below.

Table 24
Human resources: Geospatial, Information and Telecommunications Technologies Section

Change	*Level*	*Functional title*	*Post action*	*Description*
Posts/positions				
+1	P-2	Geospatial Information Services Officer	New post	Field office
+1	NPO	Geospatial Information Services Officer	New post	Field office

Abbreviation: NPO, National Professional Officer.

134. The approved staffing establishment of the Geospatial, Information and Telecommunications Technologies Section comprises 71 posts (1 Chief of Section (P-5), 7 Information Technology/Telecommunications Officer (2 P-4, 2 P-3 and 3 Field Service), 40 Information Technology/Telecommunications Assistant (Field Service) and 23 Information Technology/Telecommunications Technician (national General Service)).

135. The primary responsibility of the Geospatial Information Services Unit is to provide timely, effective and efficient geospatial services and products to all mission components: (a) to ensure that all mission components are equipped with suitable

geospatial information to support their operation; and (b) to support the Mission's planning and day-to-day operations and enhance situational awareness, safety and security, remote monitoring and surveillance activities. Geospatial information services include: consolidation of the Mission's geospatial information services requirements; coordination with in-theatre actors on all geospatial information services-related matters; data collection, surveys and verification; management of geospatial information services mapping applications; provision of paper maps, remote sensing and image interpretation services; and provision of map-reading training to military, police and civilians.

136. In addition to routine activities, the Geospatial, Information and Telecommunications Technologies Section also provides services to the United Nations country team.

137. Of the existing staffing establishment, three posts of Information Technology/Telecommunications Officer (one P-3 and two Field Service) provide geospatial information services surveys and mapping at the sector headquarters for the entire Mission. The ability of the Mission to keep geospatial databases, maps and mapping applications up to date is critical during peacekeeping operations and in response to changing events. Modern geographic information systems allow operational information to be distributed immediately, regardless of the number of users and their geographical locations. MINUSCA operates in a large area with a relatively limited knowledge of topography, terrain, vegetation and other natural as well as man-made obstacles on the ground. Under these circumstances, the provision of accurate, up-to-date topographic maps and satellite imagery and other information management products is extremely important.

138. Considering that the datasets required for map production and geospatial information services are not available, the Geospatial Information Services Unit must begin collection, verification, analysis and processing of vast amounts of data to build a baseline geo-database and specific datasets for the substantive components. Given that the Mission covers an area of 625,000 km^2 and that the distance between mission headquarters and sector headquarters ranges between 300 and 400 km, it is necessary to locate support at the sector headquarters.

139. Over a four-month period, 60 maps were produced at a rate of 32 hours per map sheet, compared with the United Nations Cartographic Section standard of 72 hours per map sheet. Map production depends on data collection and processing, and approximately 17 per cent of one man resource per day is utilized for this task daily. Furthermore, 21 global positioning system (GPS) field surveys for land demarcation were conducted (one full man-hour per day is utilized to carry out one survey). In view of the increasing trend of requests for map production, GPS surveys and GPS and geospatial information services training during the 2014/15 period, the expected demand could not be supported with the current staffing capacity of the Geospatial Information Services Unit. It is therefore proposed that two new posts of Geospatial Information Services Officer (one P-2 and one National Professional Officer) be established.

Regional Service Centre in Entebbe

140. The results-based budgeting framework for the Regional Service Centre in Entebbe reflects indicators of achievement and outputs for the functions that have been transferred to the Centre and are provided to MINUSCA: allowances and payments services, benefits and entitlements services and financial reporting services.

Expected accomplishments	*Indicators of achievement*
4.2 Effective and efficient finance services to clients	4.2.1 Maintenance of the time required to pay valid vendor invoices (within 27 days) (2013/14: 98 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.2.2 Maintenance of prompt payment discounts obtained from vendors (2013/14: 92 per cent; 2014/15: 100 per cent; 2015/16: 100 per cent)
	4.2.3 Maintenance of the time required to process personnel claims, including posting in the financial system (within 21 working days) (2013/14: 30 per cent; 2014/15: 98 per cent; 2015/16: 75 per cent)
	4.2.4 Maintenance of the time required to process payroll-related payments before the monthly due date (2013/14: not applicable; 2014/15: not applicable; 2015/16: 100 per cent)
	4.2.5 Maintenance of the time required to process non-payroll-related payments within 3 working days after the run of automatic payments (2013/14: not applicable; 2014/15: not applicable; 2015/16: 85 per cent)
	4.2.6 Maintenance of customer satisfaction level for finance services (claims, vendor and payroll services) (2013/14: 42 per cent; 2014/15: 80 per cent; 2015/16: 80 per cent)

Outputs

- Processing of 21,659 vendor payments (8,251 for UNMISS, 4,126 for MINUSCA, 3,872 for MONUSCO, 2,492 for the African Union-United Nations Hybrid Operation in Darfur (UNAMID), 1,945 for UNSOA and the United Nations Assistance Mission in Somalia (UNSOM) and 973 for UNISFA)
- Payment of 58,285 personnel claims (22,246 for MONUSCO, 14,070 for UNAMID, 7,667 for UNMISS, 6,660 for UNSOA and UNSOM, 3,834 for MINUSCA, 3,330 for UNISFA and 478 from MENUB)

Expected accomplishments	*Indicators of achievement*
4.3 Effective and efficient education grant processing support to clients	4.3.1 Percentage of education grant requests (claims and advances) processed in 4 weeks (2013/14: not applicable; 2014/15: not applicable; 2015/16: 96 per cent)

	4.3.2 Percentage of non-compliant education grant requests (claims and advances) returned within 14 days (2013/14: not applicable; 2014/15: not applicable; 2015/16: 90 per cent)

Outputs

Processing of 6,126 education grant requests (claims and advances) (1,590 from MONUSCO, 1,063 from UNMISS, 1,818 from UNAMID, 5 from UNISFA, 292 from UNSOA and UNSOM, 231 from MINUSCA, 80 from MENUB and 1,047 from other United Nations entities)

Expected accomplishments	*Indicators of achievement*
4.4 Effective and efficient travel support to clients	4.4.1 Maintenance of the time required to process entitlement travel requests (within 14 days) (2013/14: 64 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.4.2 Maintenance of the time required to issue tickets for official travel (within 7 days) (2013/14: 90 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.4.3 Compliance with the requirement to purchase tickets 16 calendar days or more in advance of official travel (2013/14: 36 per cent; 2014/15: 75 per cent; 2015/16: 75 per cent)
	4.4.4 Maintenance of customers' satisfaction level with official and entitlement travel services (2013/14: 60 per cent; 2014/15: 90 per cent; 2015/16: 90 per cent)

Outputs

16,386 airline tickets issued, including to civilian staff and uniformed personnel (3,094 for MONUSCO, 4,569 for UNAMID, 3,044 for UNMISS, 1,522 for MINUSCA, 464 for UNISFA, 1,680 for UNSOA, 638 for UNSOM, 1,029 for MINUSMA, 181 for the Somalia and Eritrea Monitoring Group and 165 for the Special Envoy of the Secretary-General)

Expected accomplishments	*Indicators of achievement*
4.5 Effective and efficient check-in check-out support to clients	4.5.1 Maintenance of the time required to complete international personnel check-ins (within 2 days) (2013/14: 86 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.5.2 Maintenance of the time required to complete United Nations Volunteer check-ins (within 2 days) (2013/14: 95 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.5.3 Maintenance of the time required to complete uniformed personnel check-ins (within 2 days) (2013/14: 90 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)

	4.5.4 Maintenance of the time required to complete international personnel check-outs (within 1 day) (2013/14: 20 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.5.5 Maintenance of the time required to complete United Nations Volunteer check-outs (within 1 day) (2013/14: 5 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.5.6 Maintenance of the time required to complete uniformed personnel check-outs (within 3 days) (2013/14: 13 per cent; 2014/15: 98 per cent; 2015/16: 98 per cent)
	4.5.7 Maintenance of customers' satisfaction level with check-in and check-out services (2013/14: 45 per cent; 2014/15: 90 per cent; 2015/16: 75 per cent)

Outputs

- Check-in and check-out of 1,337 civilian personnel, inclusive of international staff and United Nations Volunteers (420 from MINUSCA, 342 from UNAMID, 320 from MONUSCO, 208 from UNMISS, 16 from UNISFA, 16 from UNSOA, 9 from MENUB and 6 from UNSOM)
- Check-in and check-out of 2,004 uniformed personnel (1,014 from UNAMID, 420 from MINUSCA, 413 from MONUSCO, 129 from UNMISS and 28 from UNISFA)

Expected accomplishments	*Indicators of achievement*
4.6 Effective and efficient financial reporting support to clients	4.6.1 Provision of monthly financial reports (trial balance and other accompanying statements) within 15 working days after the close of the month (2014/15: not applicable, 2015/16: 90 per cent)
	4.6.2 Provision of monthly bank reconciliation statements within 10 working days after the close of the month (2014/15: not applicable, 2015/16: 90 per cent)
	4.6.3 Monthly incoming inter-office voucher instructions processed and booked to the general ledger and outgoing inter-office voucher reports produced within 10 working days after the close of the month (2014/15: not applicable, 2015/16: 90 per cent)

Outputs

- 168 monthly financial reports (up to the trial balance stage) for 14 client missions (UNMISS, MONUSCO, UNAMID, UNISFA, UNSOA, MINUSCA, MENUB, UNSOM and 6 other missions) prepared in compliance with IPSAS
- 240 monthly bank reconciliation reports prepared for 20 client-mission house banks
- 264 monthly incoming inter-office voucher instructions and outgoing inter-office voucher reports produced for 11 client missions

Table 25
Human resources: Regional Service Centre in Entebbe

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Administration									
Deployed posts 2014/15	–	–	–	–	–	–	4	–	4
Proposed posts 2015/16	–	–	–	–	–	–	4	–	4
Net change	–	–	–	–	–	–	–	–	–
Finance Section									
Deployed posts 2014/15	–	–	–	–	–	–	37	–	37
Proposed posts 2015/16	–	–	1	1	2	4	21	–	25
Net change	–	–	1	1	2	4	(16)	–	(12)
Human Resources Section									
Deployed posts 2014/15	–	–	–	–	–	–	14	–	14
Proposed posts 2015/16	–	–	–	1	–	1	14	–	15
Net change	–	–	–	1	–	1	–	–	1
Total									
Deployed 2014/15	–	–	–	–	–	–	55	–	55
Proposed 2015/16	–	–	1	2	2	5	39	–	44
Net change	–	–	1	2	2	5	(16)	–	(11)

Abbreviations: USG Under-Secretary-General; ASG Assistant Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 5 posts

National staff: decrease of 16 posts

Regional Service Centre in Entebbe

141. The summary of the proposed staffing changes in the Finance Section and the Human Resources Section is set out in table 26 below.

Table 26
Human resources: Regional Service Centre in Entebbe

Change	Level	Functional title	Post action
Posts/positions			
+1	P-4	Finance Officer	New post
+1	P-3	Human Resources Officer	New post
+1	P-2/1	Finance Officer	New post
+2	FS	Finance Officer	New posts

Change	*Level*	*Functional title*	*Post action*
-6	NPO	Finance Officer	Abolishment
-10	NGS	Finance Assistant	Abolishment

Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service.

142. As indicated in the addendum to the report of the Secretary-General on progress in the implementation of the global field support strategy (A/66/591/Add.1), a number of missions contributed their posts to the Regional Service Centre in Entebbe. The contribution of posts by the Centre's then-client missions (UNMISS, MONUSCO and UNAMID) was pragmatic, ensuring that the Centre had a sufficient complement of staff to carry out its functions in its early stages.

143. The maturity of the Regional Service Centre gives rise to need to ensure that a balanced and equitable distribution of both human and financial resources is maintained among all client missions. Accordingly, it is proposed that the Centre's staffing be redistributed across all its major client missions (UNMISS, MONUSCO, UNAMID, UNISFA, UNSOA and MINUSCA); the smaller offices do not have sufficient staffing capacity to contribute and would therefore be excluded. The significant presence of civilian personnel, in particular support personnel, in the larger missions was the main driver for the redistribution exercise.

144. In this context, it is proposed that 5 new posts (1 P-4, 1 P-3, 1 P-2 and 2 Field Service) be established and 16 posts (6 National Professional Officer, and 10 national General Service) be abolished, as detailed in table 26 above.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is from 1 July to 30 June)

Category	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	–	8 367.4	11 037.0	2 669.6	31.9
Military contingents	6 694.4	237 055.3	296 245.2	59 189.9	25.0
United Nations police	–	13 839.1	16 363.3	2 524.2	18.2
Formed police units	–	38 509.0	42 946.7	4 437.7	11.5
Subtotal	**6 694.4**	**297 770.8**	**366 592.2**	**68 821.4**	**23.1**
Civilian personnel					
International staff	–	65 515.1	139 433.2	73 918.1	112.8
National staff	–	5 655.1	12 765.5	7 110.4	125.7
United Nations Volunteers	68.5	2 966.4	7 423.5	4 457.1	150.3
General temporary assistance	4 608.5	2 328.4	8 505.3	6 176.9	265.3
Government-provided personnel	–	784.2	663.5	(120.7)	(15.4)
Subtotal	**4 677.0**	**77 249.2**	**168 791.0**	**91 541.8**	**118.5**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	–	56.5	557.0	500.5	885.8
Official travel	1 526.9	3 302.3	5 017.0	1 714.7	51.9
Facilities and infrastructure	19 006.8	108 574.2[a]	122 992.3	14 418.1	13.3
Ground transportation	11 704.8	24 594.9	42 494.7	17 899.8	72.8
Air transportation	498.7	56 696.2	56 564.1	(132.1)	(0.2)
Naval transportation	15.3	–	90.0	90.0	–
Communications	6 769.0	8 253.2	20 364.3	12 111.1	146.7
Information technology	3 228.8	11 619.4	15 160.7	3 541.3	30.5
Medical	111.0	2 039.4	9 337.8	7 298.4	357.9
Special equipment	–	–	–	–	–
Other supplies, services and equipment	4 920.2	37 568.3[a]	33 647.2	(3 921.1)	(10.4)
Quick-impact projects	–	1 000.0	2 000.0	1 000.0	100.0
Subtotal	**47 781.5**	**253 704.4**	**308 225.1**	**54 520.7**	**21.5**
Gross requirements	**59 152.9**	**628 724.4**	**843 608.3**	**214 883.9**	**34.2**
Staff assessment income	316.7	6 001.9	11 279.4	5 277.5	87.9
Net requirements	**58 836.2**	**622 722.5**	**832 328.9**	**209 606.4**	**33.7**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**59 152.9**	**628 724.4**	**843 608.3**	**214 883.9**	**34.2**

[a] Reflects the realignment of personal protection gear from the Other supplies, services and equipment class of expenditure to the Facilities and infrastructure class of expenditure.

B. Delayed deployment and vacancy factors

145. The cost estimates for the period from 1 July 2015 to 30 June 2016 take into account the application of the following average delayed deployment factors on the phased deployment of military and police personnel and average vacancy factors on the phased deployment of civilian personnel.

(Percentage)

Category	*Actual 2013/14*	*Budgeted 2014/15*	*Projected 2015/16*
Military and police personnel			
Military observers	100.0	10.0	10.0
Military contingents	94.9	10.0	5.0
United Nations police	100.0	10.0	20.0
Formed police units	100.0	5.0	10.0
Civilian personnel			
International staff	–	10.0	25.0
National staff			
National Professional Officers	–	10.0	40.0
National General Service staff	–	10.0	40.0
United Nations Volunteers	86.4	10.0	25.0
Temporary positions[a]			
International staff	67.7	10.0	25.0
National staff			
National Professional Officers	75.9	10.0	40.0
National General Service staff	33.0	10.0	2.0
Government-provided personnel	100.0	5.0	20.0

[a] Funded from general temporary assistance.

146. The proposed delayed deployment factors for military and police personnel take recent deployment patterns into account. The proposed vacancy factors for civilian personnel are also calculated on the basis of recent incumbency patterns and changes in the number and composition of staff proposed for the 2015/16 period compared with the assumptions on which the 2014/15 budget was based.

C. Contingent-owned equipment: major equipment and self-sustainment

147. Requirements for the period from 1 July 2015 to 30 June 2016 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of $98,502,000 as follows:

(Thousands of United States dollars)

Category	Estimated amount		
	Military contingents	Formed police units	Total
Major equipment	45 005.8	8 928.5	**53 934.3**
Self-sustainment	39 807.8	4 759.9	**44 567.7**
Total	**84 813.6**	**13 688.4**	**98 502.0**

Mission factors	Percentage	Effective date	Last review date
A. Applicable to mission area			
Extreme environmental condition factor	2.1	1 November 2013	–
Intensified operational condition factor	3.3	1 November 2013	–
Hostile action/forced abandonment factor	3.0	1 November 2013	–
B. Applicable to home country			
Incremental transportation factor	1.0-4.5		

D. Training

148. The estimated resource requirements for training for the period from 1 July 2015 to 30 June 2016 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Consultants	
Training consultants	262.6
Official travel	
Official travel, training	1 742.0
Other supplies, services and equipment	
Training fees, supplies and services	1 014.9
Other services	1 246.5
Total	**4 266.0**

149. The number of participants planned for the period from 1 July 2015 to 30 June 2016, compared with previous periods, is as follows:

(Number of participants)

	International staff			National staff			Military and police personnel		
	Actual 2013/14	Planned 2014/15	Proposed 2015/16	Actual 2013/14	Planned 2014/15	Proposed 2015/16	Actual 2013/14	Planned 2014/15	Proposed 2015/16
Internal	–	–	979	–	–	1 061	–	–	170
External[a]	–	–	201	–	–	44	–	–	12
Total	**–**	**–**	**1 180**	**–**	**–**	**1 105**	**–**	**–**	**182**

[a] Includes United Nations Logistics Base and outside the mission area.

150. For the 2015/16 period, the requirements for training will increase compared with the 2014/15 period, owing to the expected increased number of civilian and uniformed personnel who will participate in training courses. Staff will receive training in areas such as United Nations core values and competencies, leadership, management and organizational development, communications and information technology, air and ground transportation, supply and property management, security, human rights, medicine, law and order, political and civil affairs, protection of civilians, disarmament, demobilization, repatriation, resettlement and reintegration, gender, electoral support, rule of law, procurement and contract management, project and performance management, management development, report writing and language skills and police training.

E. Disarmament, demobilization and reintegration

151. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2015 to 30 June 2016 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	13 350.0
Training	62.0
Travel	67.0
Total	**13 479.0**

152. The Mission will support the transitional authorities in developing and implementing a revised strategy for the disarmament, demobilization and reintegration and repatriation of former combatants and armed elements to reflect new realities on the ground, while paying specific attention to the needs of children associated with armed forces and groups and support for the repatriation of foreign elements. Support will also be provided in developing and implementing community violence reduction programmes and to regroup and canton combatants and confiscate and destroy, as appropriate, the weapons and ammunition of personnel who refuse or fail to lay down their arms. Furthermore, the Mission will assist the Government in initiating preparations for the development and implementation of a weapons and ammunition management framework to reduce the threat of unsafe munitions.

153. The disarmament, demobilization, reinsertion and reintegration strategy will be designed based on roughly 8,000 combatants from the various armed groups. After the disarmament and screening processes, MINUSCA seeks to support the reinsertion of at least half of the combatants. This would include direct reinsertion support to ex-combatants who will undergo demobilization activities such as civic education, gender and human rights sensitization, psychosocial support, vocational and professional training and income-generating activities before being reintegrated in the communities of their choice.

154. The 2015/16 budget includes a provision of $5,979,000 for outreach, training and programmatic activities in connection with the disarmament, demobilization and

reinsertion programme as follows: labour-intensive projects and community infrastructure; skills training and job placement for youth at risk and vulnerable women; medico-social and basic education projects for street children; sensitization projects; external evaluation; internal and external training, travel and the reinsertion of 4,000 ex-combatants at an average cost of $1,000 each.

155. During the 2015/16 period, the Mission will continue to assist the Government with the development and implementation of a weapons and ammunition management framework to reduce the threat of unsafe munitions. The framework would address weapons registration, survey and explosive hazard reduction, risk education, armed violence reduction, emergency trauma bag and armoured vehicle training and counter-improvised explosive device training. Development would involve providing technical assistance to and training of national capacities to manage weapons, mitigate explosive threats and ensure national compliance with treaty obligations. Implementation would include the construction/installation of an ammunition depot to replace the emergency temporary ammunitions depot; the refurbishment of five armouries to effectively and safely manage larger amounts of weapons and ammunition; a weapons marking and registration project to enable weapons to be traceable; and a weapons scrap recycling project that would establish a foundry to melt scrap metal to be used to make tools or other items that can be made of recycled metal. The ammunitions facilities would also be used for the disarmament, demobilization and reintegration programme. In this connection, the 2015/16 budget includes a provision for $7.5 million for contractual services provided by the United Nations Office for Project Services (UNOPS) and equipment such as education materials, explosive ordnance disposal equipment, vehicles and explosives.

F. Security sector reform

156. The estimated resource requirements for security sector reform services for the period from 1 July 2015 to 30 June 2016 are as follows:

Category	*Estimated value*
Consultants	100.0
Other supplies, services and equipment	
Other services	1 590.0
Total	**1 690.0**

157. The Mission will undertake outreach activities ($210,000) and programmes ($1,380,000) for security sector reform.

G. Quick-impact projects

158. The estimated resource requirements for quick-impact projects for the period from 1 July 2015 to 30 June 2016, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2013 to 30 June 2014 (actual)	–	–
1 July 2014 to 30 June 2015 (approved)	1 000	40
1 July 2015 to 30 June 2016 (proposed)	2 000	66

159. Together with NGOs, the United Nations country team and other partners, MINUSCA will work on projects that aim to provide immediate tangible benefits for the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission will continue to establish a climate of confidence in the Mission, the mandate and the peace process in specific areas of restoration of State authority, the political process and protection of civilians.

160. The 66 projects will focus on (a) civilian-military coordination and the active roles of the Mission police force, protection of civilians, sexual and gender-based violence and the fight against impunity (22 projects at $25,000); (b) rehabilitating, refurbishing and equipping vandalized State buildings and properties, renovating judicial infrastructure and rehabilitating prison centres, etc. to support the restoration of State authority (10 projects at approximately $50,000); (c) supporting communities empowerment of vulnerable groups and under-represented populations (youth community centres, women's centres, etc.) and promoting economic growth through labour and income-generating programmes, in order to reduce banditry and violence in communities (12 projects at $29,500); (d) supporting the political process, community reconciliation and elections (11 projects at $30,000); and (e) improving the delivery of social services (water, electricity, education and health, etc. (10 projects at $25,000 and 1 project at $16,000).

II. Regional Service Centre in Entebbe: financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

				Variance	
	Expenditures (2013-14)	*Apportionment (2014-15)*	*Cost estimates (2015-16)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4) (3)-(2)*	*(5) (4)/(2)*
Civilian personnel					
International staff	–	–	734.0	734.0	–
National staff	–	608.7	848.0	239.3	39.3
United Nations Volunteers	–	–	–	–	–
General temporary assistance	–	–	–	–	–
Subtotal	**–**	**608.7**	**1 582.0**	**973.3**	**159.9**
Operational costs					
Consultants	–	–	46.9	46.9	–
Official travel	–	–	27.2	27.2	–
Facilities and infrastructure	–	–	661.9	661.9	–

Category	Expenditures (2013/14)	Apportionment (2014/15)	Cost estimates (2015/16)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4) = (2) – (3)	(5) = (4) ÷ (2)
Ground transportation	–	–	26.0	26.0	–
Air transportation	–	–	–	–	–
Communications	–	–	595.7	595.7	–
Information technology	–	–	434.0	434.0	–
Medical	–	–	15.6	15.6	–
Special equipment	–	–	–	–	–
Other supplies, services and equipment	–	–	34.5	34.5	–
Subtotal	–	–	**1 841.7**	**1 841.7**	–
Gross requirements	–	**608.7**	**3 423.8**	**2 815.1**	**462.5**
Staff assessment income	–	99.2	202.7	103.5	104.3
Net requirements	–	**509.5**	**3 221.1**	**2 711.6**	**532.2**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	–	**608.7**	**3 423.8**	**2 815.1**	**462.5**

III. Analysis of variances[1]

161. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	Variance	
Military observers	$2 669.6	31.9%

- **External: delayed deployment military personnel and police**

162. The additional requirements are attributable primarily to provisions for the average deployment of 216 military observers, compared with provisions for the average deployment of up to 194 military observers in the 2014/15 budget, which took into account the historical deployment patterns of missions in the first year of operations. The provisions reflect the application of a 10 per cent delayed deployment factor to the estimates.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military contingents	$59 189.9	25.0%

- **External: additional inputs and outputs**

163. The additional requirements are attributable primarily to provisions for the average deployment of 9,272 military contingent personnel based on the delayed deployment factor of 5 per cent, compared with provisions for the average deployment of up to 6,721 military contingent personnel based on a 10 per cent delayed deployment factor in the 2014/15 budget, which took into account the historical deployment patterns of missions in the first year of operations. The overall increase is offset in part by the absence of requirements for freight of contingent-owned equipment owing to the deployment of equipment during the 2014/15 period.

	Variance	
United Nations police	$2 524.2	18.2%

- **External: delayed deployment military personnel and police**

164. The additional requirements are attributable primarily to provisions for the average deployment of 320 United Nations police personnel based on a 20 per cent delayed deployment factor, compared with provisions for the average deployment of 271 United Nations police personnel based on a 10 per cent delayed deployment factor in the 2014/15 budget, which took into account the historical deployment patterns of missions in the first year of operations.

	Variance	
Formed police units	$4 437.7	11.5%

- **External: additional inputs and outputs**

165. The additional requirements are attributable primarily to provisions for the average deployment of 1,260 formed police personnel based on the delayed deployment factor of 10 per cent, compared with provisions for the average deployment of 1,181 formed police personnel based on a 5 per cent delayed deployment factor in the 2014/15 budget, which took into account the historical deployment patterns of missions in the first year of operations. The overall increase is offset in part by the absence of requirements for freight of contingent-owned equipment owing to the deployment of equipment during the 2014/15 period.

	Variance	
International staff	$73 918.1	112.8%

- **Management: additional inputs and outputs**

166. The additional requirements are attributable primarily to provisions for the deployment of the proposed staffing level of 784 international personnel for the full 12-month period, compared with provisions for the phased deployment of up to 463 international personnel in the 2014/15 budget, which took into account the historical recruitment patterns of missions in the first year of operations. Furthermore, the increase is attributable to 57 additional posts proposed, offset by

the application of a vacancy factor of 25 per cent compared with 10 per cent for the 2014/15 period.

	Variance	
National staff	$7 110.4	125.7%

- **Management: additional inputs and outputs**

167. The additional requirements are attributable primarily to provisions for the deployment of the proposed staffing level of 665 national personnel for the full 12-month period, compared with provisions for the phased deployment of up to 355 national personnel in the 2014/15 budget, which took into account the historical recruitment patterns of missions in the first year of operations. Furthermore, the increase is attributable to 58 additional posts proposed, offset by the application of a vacancy factor of 40 per cent compared with 10 per cent for the 2014/15 period.

	Variance	
United Nations Volunteers	$4 457.1	150.3%

- **Management: additional inputs and outputs**

168. The additional requirements are attributable primarily to provisions for the average deployment of 143 United Nations Volunteer personnel, compared with provisions for the average deployment of up to 85 personnel in the 2014/15 budget, which took into account the historical recruitment patterns of missions in the first year of operations. Furthermore, the increase is attributable to 51 additional proposed United Nations Volunteer personnel, offset by the application of a vacancy factor of 25 per cent compared with 10 per cent for the 2014/15 period.

	Variance	
General temporary assistance	$6 176.9	265.3%

- **Management: additional inputs and outputs**

169. The additional requirements are attributable primarily to provisions for 30 additional temporary positions proposed for three months, offset by the increase in the application of vacancy factors for international and national personnel of 25 per cent and 40 per cent, respectively, compared with 10 per cent for the 2014/15 period.

	Variance	
Government-provided personnel	($120.7)	(15.4%)

- **External: same inputs and additional outputs**

170. The reduced requirements are attributable primarily to the application of a vacancy factor of 20 per cent compared with 5 per cent for the 2014/15 period.

	Variance	
Consultants	$500.5	885.8%

- **Management: additional inputs and outputs**

171. The additional requirements are attributable primarily to the deployment of significantly higher numbers of civilian and uniformed personnel across a broader range of locations conducting substantive-specific mandates and requiring training, for which a provision was not included in the 2014/15 budget. The proposed resources provide for the engagement of external expertise, such as: (a) four consultants for one month to provide technical expertise to ensure that the constitutional process results will be consistent with post-crisis expectations of national stakeholders; and (b) four consultants for one month to provide technical expertise and support with security sector reform, reviewing the military code and setting up a military disciplinary committee.

	Variance	
Official travel	$1 714.7	51.9%

- **Management: additional inputs and same outputs**

172. The additional requirements are attributable primarily to the deployment of significantly higher numbers of civilian and uniformed personnel across a broader range of locations travelling to undertake support and substantive-specific mandates, including training. The overall increase is offset in part by the reduced reliance on temporary duty to provide support capacity compared with the 2014/15 start-up period.

	Variance	
Facilities and infrastructure	$14 418.1	13.3%

- **Management: additional inputs and same outputs**

173. The additional requirements are attributable primarily to the second year of the Mission's multi-year establishment programme in which it is estimated that new construction of 13 camps, 10 warehouses, 3 workshops at the M'poko logistics base and a permanent headquarters would take place over and above the facilities constructed during the 2014/15 period. The additional requirements cover the acquisition of engineering equipment, generators, electrical equipment and safety and security equipment and maintenance services. Furthermore, the provision takes into consideration that as the construction of buildings and facilities reach their respective phase of completion during the 2014/15 period, associated services for the maintenance of premises will be required.

	Variance	
Ground transportation	$17 899.8	72.8%

- **Management: additional inputs and same outputs**

174. The additional requirements are attributable primarily to the increase in petrol and diesel to 10.3 million litres from 2.5 million litres for both United Nations-

owned equipment and contingent-owned vehicles, owing to the increase in the number of vehicles from 460 in the 2014/15 budget to 879 and the fact that the provision includes the full deployment of vehicles compared with the phased deployment for the 2014/15 period.

	Variance	
Air transportation	($132.1)	(0.2%)

- **Management: reduced inputs and same outputs**

175. The reduced requirements are attributable primarily to non-recurring mobilization fees related to petrol, oil and lubricants and adequate supply of equipment and materials for which a provision was included for the 2014/15 period. The overall decrease is offset by additional aircraft flight hours resulting from the full deployment of aircraft compared with a phased deployment during the 2014/15 period in connection with the Mission's second year of operations and the deployment of a higher number of uniformed and civilian personnel across a broader geographical range. The Mission's air fleet configuration comprises 13 aircraft (4 fixed-wing and 9 rotary-wing) compared with 16 aircraft (4 fixed-wing and 12 rotary-wing) for the 2014/15 period.

	Variance	
Naval transportation	$90.0	–

- **Management: additional inputs and same outputs**

176. The additional requirements are attributable to the acquisition of 20 freight containers for field defence supplies, for which a provision was not included for the 2014/15 period.

	Variance	
Communications	$12 111.1	146.7%

- **Management: additional inputs and same outputs**

177. The additional requirements are attributable primarily to the establishment of an additional 5 regional offices (Kaga Bandoro, Bria, Bouar, Bambari and Bossangoa) and 10 battalion headquarters (contingents of Bangladesh, Burundi, Cameroon, the Congo, the Democratic Republic of the Congo, Gabon, Morocco, Pakistan, Rwanda and Zambia) which will be operational during the 2015/16 period and the increase in the deployment of civilian and uniformed personnel compared with the 2014/15 period in the following areas: (a) acquisition of communications and network equipment to establish a reliable and secure radio communication network and VSATs, microwave links, telephone systems, VHF/HF communications, solar hybrid inverters, network infrastructure, structured cabling and telecommunication towers; (b) maintenance of equipment and communication support services outsourced to 65 international and 30 local contractual personnel, including the installation services for communications and information technology equipment; (c) public information services, in particular, radio broadcasting and promotional items and technical support for outreach activities and public events; (d) commercial communications, including satellite transponder charges and

high-speed Internet services; and (e) the allocation of indirect costs to support Umoja and other information technology systems in the field for which a detailed explanation is contained in the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2013 to 30 June 2014 and budget for the period from 1 July 2015 to 30 June 2016 (A/69/751).

	Variance	
Information technology	$3 541.3	30.5%

- **Management: additional inputs and same outputs**

178. The additional requirements are attributable primarily to the establishment of an additional 5 regional offices (Kaga Bandoro, Bria, Bouar, Bambari and Bossangoa) and 10 battalion headquarters (contingents of Bangladesh, Burundi, Cameroon, the Congo, the Democratic Republic of the Congo, Gabon, Morocco, Pakistan, Rwanda and Zambia) and the increase in deployment of civilian and uniformed personnel compared with the 2014/15 period in the following areas: (a) the acquisition of geographical information system software and enterprise licences; (b) information technology services outsourced to 65 international and 15 local contractual personnel to support information technology, including geographical information system satellite imagery maps and services to be extended into the sector headquarters; and (c) the allocation of indirect costs to support Umoja and other information technology systems in the field for which a detailed explanation is contained in the report of the Secretary-General.

	Variance	
Medical	$7 298.4	357.9%

- **Management: additional outputs and inputs**

179. The additional requirements are attributable to the establishment of five regional emergency facilities and the increase in deployment of civilian and uniformed personnel compared with two United Nations-owned equipment level I and level II clinics and hospitals during the 2014/15 period in the following areas: (a) commercial medical services, such as aeromedical evacuations where an average of four cases per month require a higher level of treatment outside of the Central African Republic, and medical services outsourced to 14 contractual medical personnel at United Nations-owned equipment level I and level II facilities and regional emergency locations to provide adequate coverage to personnel deployed to these areas; and (b) medical supplies, including vaccines and other medications.

	Variance	
Other supplies, services and equipment	($3 921.1)	(10.4%)

- **Management: reduced inputs and same outputs**

180. The reduced requirements are attributable to the fact that most of the initial capital acquisitions will have been concluded during the 2014/15 period, thereby reducing freight costs for the 2015/16 period. The overall decrease, compared with the 2014/15 budget, is offset in part by other services, namely: (a) outsourced

services for outreach and programmatic activities for disarmament, demobilization and reinsertion, for security sector reform as well as for stabilization, for which a provision was not included for the 2014/15 period; and (b) services outsourced by the Mine Action Service to UNOPS to establish a weapons and ammunition management framework.

	Variance	
Quick-impact projects	$2 000.0	100.0%

• **Management: additional inputs and outputs**

181. The increased requirements are attributable to the ability to implement 66 projects, compared with 40 projects during the 2014/15 period, to promote the Mission's mandate and to win the confidence of the population in the peacebuilding process while also ensuring in specific areas the restoration of State authority, the political process and protection of civilians. The increase is further due to the deployment of significantly higher numbers of civilian and uniformed personnel.

IV. Actions to be taken by the General Assembly

182. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integration Stabilization Mission in the Central African Republic are:**

(a) **Appropriation of the amount of $843,608,300 for the maintenance of the Mission for the 12-month period from 1 July 2015 to 30 June 2016;**

(b) **Assessment of the amount of $703,006,917 for the period from 1 July 2015 to 30 April 2016;**

(c) **Assessment of the amount of $140,601,383 for the period from 1 May 2016 to 30 June 2016, should the Security Council decide to continue the mandate of the Mission.**

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment:** a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment:** an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment:** an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification:** an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment:** an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the Mission.
- **Post conversion:** three possible options for post conversion are as follows:

  Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature;

  Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts;

  Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

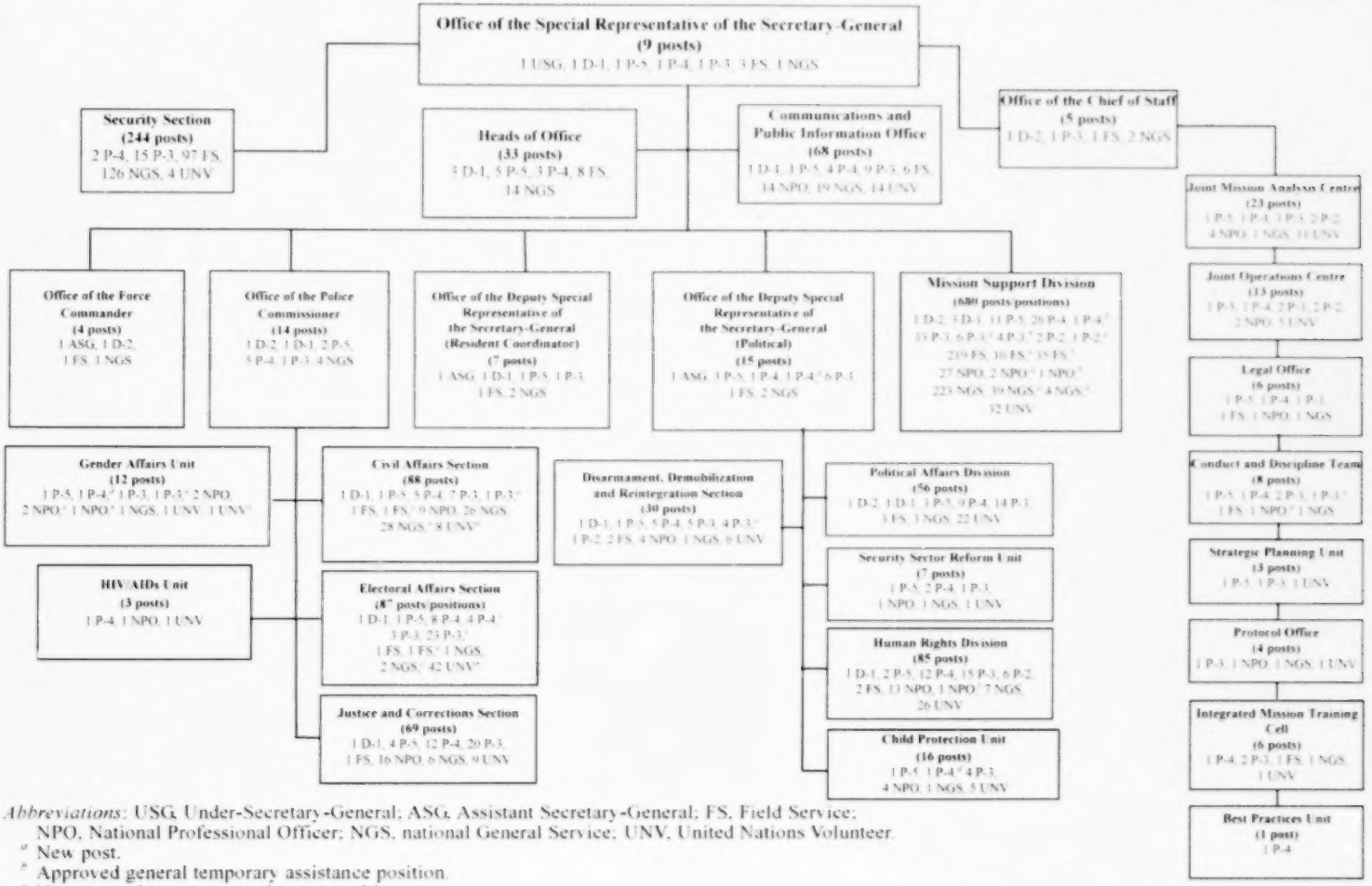
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic


Office of the Special Representative of the Secretary-General
(9 posts)
1 USG, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 3 FS, 1 NGS
Security Section
(244 posts)
2 P-4, 15 P-3, 97 FS, 126 NGS, 4 UNV
Heads of Office
(33 posts)
3 D-1, 5 P-5, 3 P-4, 8 FS, 14 NGS
Communications and Public Information Office
(68 posts)
1 D-1, 1 P-5, 4 P-4, 9 P-3, 6 FS, 14 NPO, 19 NGS, 14 UNV
Office of the Chief of Staff
(5 posts)
1 D-2, 1 P-3, 1 FS, 2 NGS
Joint Mission Analysis Centre
(23 posts)
1 P-5, 1 P-4, 3 P-3, 2 P-2, 4 NPO, 1 NGS, 11 UNV
Joint Operations Centre
(13 posts)
1 P-5, 1 P-4, 2 P-3, 2 P-2, 2 NPO, 5 UNV
Legal Office
(6 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 1 NPO, 1 NGS
Conduct and Discipline Team
(8 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-3[e], 1 FS, 1 NPO[e], 1 NGS
Strategic Planning Unit
(3 posts)
1 P-5, 1 P-3, 1 UNV
Protocol Office
(4 posts)
1 P-3, 1 NPO, 1 NGS, 1 UNV
Integrated Mission Training Cell
(6 posts)
1 P-4, 2 P-3, 1 FS, 1 NGS, 1 UNV
Best Practices Unit
(1 post)
1 P-4
Office of the Force Commander
(4 posts)
1 ASG, 1 D-2, 1 FS, 1 NGS
Office of the Police Commissioner
(14 posts)
1 D-2, 1 D-1, 2 P-5, 5 P-4, 1 P-3, 4 NGS
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)
(7 posts)
1 ASG, 1 D-1, 1 P-5, 1 P-3, 1 FS, 2 NGS
Office of the Deputy Special Representative of the Secretary-General (Political)
(15 posts)
1 ASG, 3 P-5, 1 P-4, 1 P-4[d], 6 P-3, 1 FS, 2 NGS
Mission Support Division
(680 posts/positions)
1 D-2, 3 D-1, 11 P-5, 26 P-4, 1 P-4[c], 33 P-3, 6 P-3[c], 4 P-3[e], 2 P-2, 1 P-2[c], 219 FS, 10 FS[c], 35 FS[e], 27 NPO, 2 NPO[c], 1 NPO[e], 223 NGS, 39 NGS[c], 4 NGS[e], 32 UNV
Gender Affairs Unit
(12 posts)
1 P-5, 1 P-4[d], 1 P-3, 1 P-3[e], 2 NPO, 2 NPO[c], 1 NPO[e], 1 NGS, 1 UNV, 1 UNV[c]
Civil Affairs Section
(88 posts)
1 D-1, 1 P-5, 5 P-4, 7 P-3, 1 P-3[c], 1 FS, 1 FS[c], 9 NPO, 26 NGS, 28 NGS[c], 8 UNV[c]
Disarmament, Demobilization and Reintegration Section
(30 posts)
1 D-1, 1 P-5, 5 P-4, 5 P-3, 4 P-3[c], 1 P-2, 2 FS, 4 NPO, 1 NGS, 6 UNV
Political Affairs Division
(56 posts)
1 D-2, 1 D-1, 3 P-5, 9 P-4, 14 P-3, 3 FS, 3 NGS, 22 UNV
HIV/AIDs Unit
(3 posts)
1 P-4, 1 NPO, 1 UNV
Electoral Affairs Section
(87 posts/positions)
1 D-1, 1 P-5, 8 P-4, 4 P-4[c], 3 P-3, 23 P-3[c], 1 FS, 1 FS[c], 1 NGS, 2 NGS[c], 42 UNV[c]
Security Sector Reform Unit
(7 posts)
1 P-5, 2 P-4, 1 P-3, 1 NPO, 1 NGS, 1 UNV
Human Rights Division
(85 posts)
1 D-1, 2 P-5, 12 P-4, 15 P-3, 6 P-2, 2 FS, 13 NPO, 1 NPO[c], 7 NGS, 26 UNV
Justice and Corrections Section
(69 posts)
1 D-1, 4 P-5, 12 P-4, 20 P-3, 1 FS, 16 NPO, 6 NGS, 9 UNV
Child Protection Unit
(16 posts)
1 P-5, 1 P-4[e], 4 P-3, 4 NPO, 1 NGS, 5 UNV

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

[a] New post.

[b] Approved general temporary assistance position.

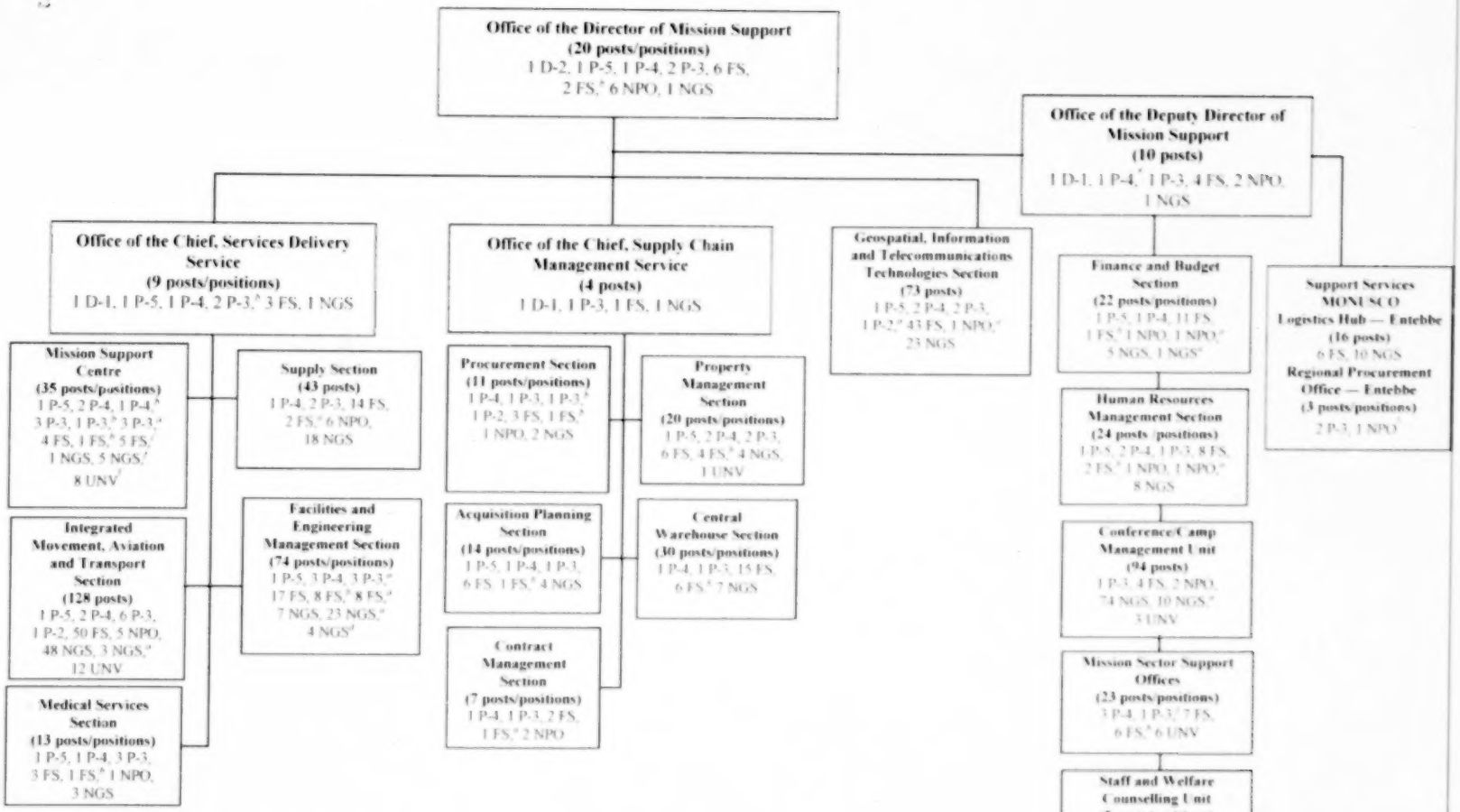
[c] New general temporary assistance position.

[d] Reclassified.

[e] Reassigned.

[f] Redeployed.

B. Mission Support Division


Office of the Director of Mission Support
(20 posts/positions)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 6 FS,
2 FS,[b] 6 NPO, 1 NGS
Office of the Deputy Director of Mission Support
(10 posts)
1 D-1, 1 P-4,[e] 1 P-3, 4 FS, 2 NPO,
1 NGS
Office of the Chief, Services Delivery Service
(9 posts/positions)
1 D-1, 1 P-5, 1 P-4, 2 P-3,[b] 3 FS, 1 NGS
Office of the Chief, Supply Chain Management Service
(4 posts)
1 D-1, 1 P-3, 1 FS, 1 NGS
Geospatial, Information and Telecommunications Technologies Section
(73 posts)
1 P-5, 2 P-4, 2 P-3,
1 P-2,[e] 43 FS, 1 NPO,[e]
23 NGS
Finance and Budget Section
(22 posts/positions)
1 P-5, 1 P-4, 11 FS,
1 FS,[b] 1 NPO, 1 NPO,[e]
5 NGS, 1 NGS[e]
Support Services MONUSCO Logistics Hub — Entebbe
(16 posts)
6 FS, 10 NGS
Regional Procurement Office — Entebbe
(3 posts/positions)
2 P-3, 1 NPO[e]
Mission Support Centre
(35 posts/positions)
1 P-5, 2 P-4, 1 P-4,[b]
3 P-3, 1 P-3,[b] 3 P-3,[e]
4 FS, 1 FS,[b] 5 FS,[f]
1 NGS, 5 NGS,[f]
8 UNV[f]
Supply Section
(43 posts)
1 P-4, 2 P-3, 14 FS,
2 FS,[e] 6 NPO,
18 NGS
Procurement Section
(11 posts/positions)
1 P-4, 1 P-3, 1 P-3,[b]
1 P-2, 3 FS, 1 FS,[b]
1 NPO, 2 NGS
Property Management Section
(20 posts/positions)
1 P-5, 2 P-4, 2 P-3,
6 FS, 4 FS,[b] 4 NGS,
1 UNV
Human Resources Management Section
(24 posts/positions)
1 P-5, 2 P-4, 1 P-3, 8 FS,
2 FS,[b] 1 NPO, 1 NPO,[e]
8 NGS
Integrated Movement, Aviation and Transport Section
(128 posts)
1 P-5, 2 P-4, 6 P-3,
1 P-2, 50 FS, 5 NPO,
48 NGS, 3 NGS,[e]
12 UNV
Facilities and Engineering Management Section
(74 posts/positions)
1 P-5, 3 P-4, 3 P-3,[e]
17 FS, 8 FS,[b] 8 FS,[d]
7 NGS, 23 NGS,[e]
4 NGS[f]
Acquisition Planning Section
(14 posts/positions)
1 P-5, 1 P-4, 1 P-3,
6 FS, 1 FS,[b] 4 NGS
Central Warehouse Section
(30 posts/positions)
1 P-4, 1 P-3, 15 FS,
6 FS,[b] 7 NGS
Conference/Camp Management Unit
(94 posts)
1 P-3, 4 FS, 2 NPO,
74 NGS, 10 NGS,[e]
3 UNV
Contract Management Section
(7 posts/positions)
1 P-4, 1 P-3, 2 FS,
1 FS,[e] 2 NPO
Mission Sector Support Offices
(23 posts/positions)
3 P-4, 1 P-3,[f] 7 FS,
6 FS,[b] 6 UNV
Medical Services Section
(13 posts/positions)
1 P-5, 1 P-4, 3 P-3,
3 FS, 1 FS,[b] 1 NPO,
3 NGS
Staff and Welfare Counselling Unit
(5 posts/positions)
2 P-3, 1 FS, 1 FS,[b]
1 NGS[e]
United Nations Volunteer Support Office
(2 posts)
2 UNV

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteer.

[a] New post.

[b] Approved general temporary assistance position.

[c] New general temporary assistance position.

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[e] Reassigned.

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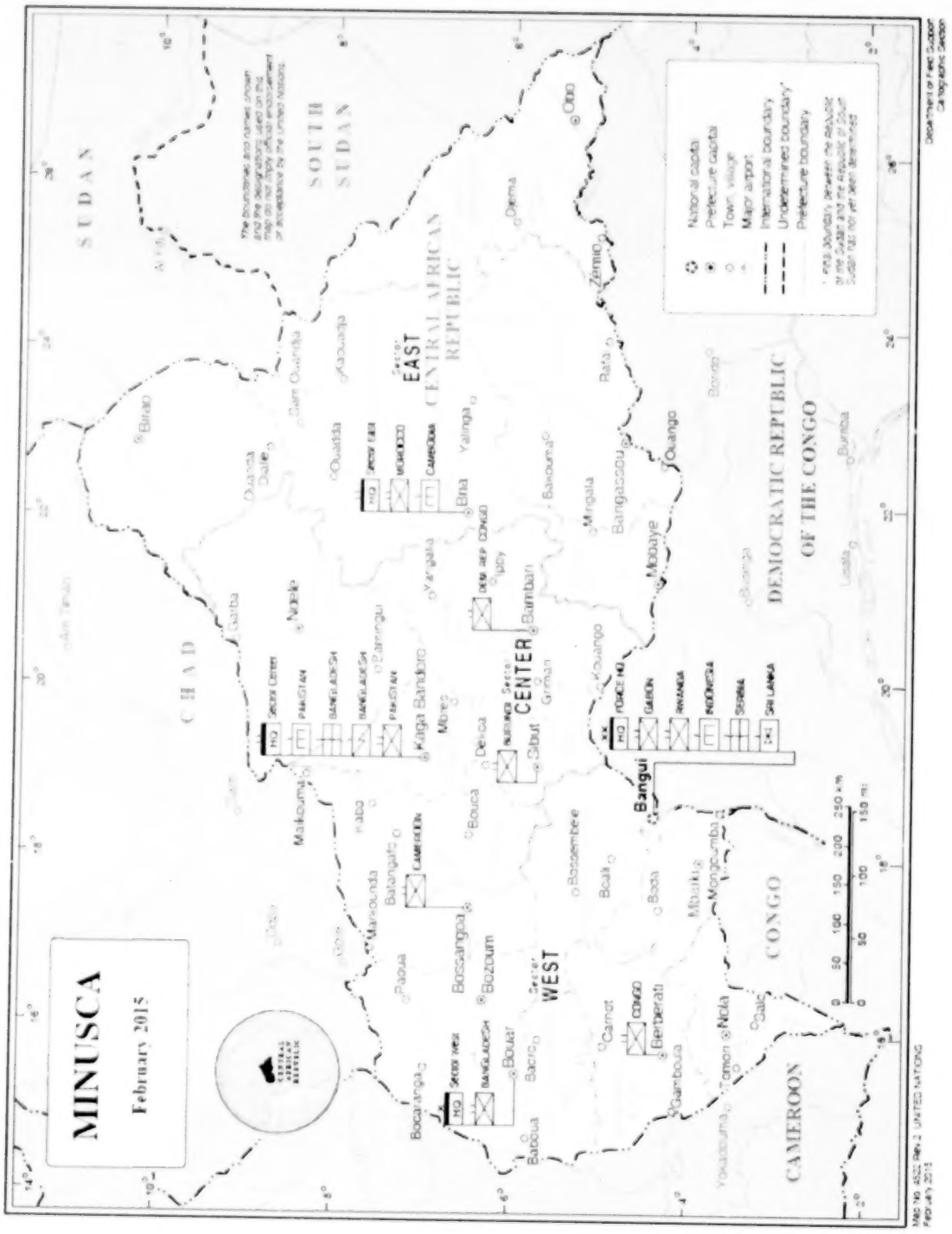
MINUSCA
February 2015
SUDAN
SOUTH SUDAN
CHAD
CENTRAL AFRICAN REPUBLIC
DEMOCRATIC REPUBLIC OF THE CONGO
CAMEROON
CONGO
EAST
CENTER
WEST
Bangui
National capital
Prefecture capital
Town, village
Major airport
International boundary
Undetermined boundary*
Prefecture boundary
* Final boundary between the Republic of the Sudan and the Republic of South Sudan has not yet been determined.
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Department of Field Support
Cartographic Section
Map No. 4832 Rev. 2 UNITED NATIONS
February 2015